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TEAROOMS ■ FLAVOR BALANCING ■ COMPUTER CLONES

PULLOUT INDEX

THE MONTHLY MAGAZINE OF THE NATIONAL RESTAURANT ASSOCIATION VOL. 9 NO. 2 FEBRUARY 1989

RESTAURANTS USA

MR. JOHN C. KINNAIRD
CONGRESSIONAL INFORMATION SERVICE
STATISTICAL REFERENCE INDEX
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HOLDING ONTO YOUR CHEF

ASSOCIATIONMEETINGS

SEMINARS

Basic Foodservice Courses

Dining Room Management

2/21	Rochester, NY
2/22	Pittsburgh, PA
2/28	Portland, OR
3/1	Seattle, WA
3/14	New York, NY
3/15	Burlington, VT
4/4	Atlanta, GA
4/5	Orlando, FL
4/10	Virginia Beach, VA
4/18	Grand Rapids, MI
4/19	Milwaukee, WI

Kitchen Management

2/23	Savannah, GA
3/5	Shreveport, LA
3/6	Atlanta, GA
3/14	Detroit, MI
4/10	Manchester, NH
4/11	Burlington, VT
4/17	Washington, DC
4/24	Austin, TX
4/25	Fort Worth, TX

Foodservice Management Courses

Banquet Management

3/7	Colorado Springs, CO
4/11	Covington, KY
4/12	Detroit, MI

Food Cost Management

3/6	Washington, DC
3/14	Berkshires, MA
3/20	Pittsburgh, PA
4/11	New Orleans, LA
4/25	Valley Forge, PA
4/26	Rockville, MD

Off-Premises Catering

3/7-8	Louisville, KY
3/27-29	Tyson's Corner, VA
4/4-5	Chicago, IL
4/25-26	San Antonio, TX

Planning Successful Buffets

2/20	Orlando, FL
3/6	Burlingame, CA
3/7	San Diego, CA
3/20	Baltimore, MD
4/3	Grand Rapids, MI
4/4	Minneapolis, MN
4/17	Hartford, CT

Profitability

2/15	St. Louis, MO
2/16	Cincinnati, OH
3/21	Washington, DC
3/22	Buffalo, NY
4/3	Portland, ME
4/5	Boston, MA
4/6	Philadelphia, PA

Seminars Scheduled During Show

5/21	Banquet Management
5/21	Creating, Planning and Implementing Successful Buffets
5/21	Dining Room Management
5/21	Do It Yourself Public Relations
5/21	Food Cost Management
5/21	Hiring In a Tight Labor Market
5/21	Increasing Sales
5/21	Kitchen Management
5/21	Menus that Sell
5/21	Perfecting Your Culinary Skills
5/21	Profitabily
5/21	Soups and Sauces

For information, contact:
Educational Foundation of the National Restaurant Association
250 South Wacker Drive
Chicago, IL 60606
(312) 715-1010.

If your company is interested in our in-house programs, call or write to the attention of Jeff Harrison at the above address.

REGISTER NOW FOR INFO '89

INFO 89

"Service: Your Survival Kit for the '90's" is the focus of INFO '89— the only conference designed specifically for independent foodservice operators.

INFO 89

Scheduled March 9-11 in Monterey, California, INFO '89 boasts a variety of distinguished industry speakers, including **Ted Balestreri, Jim Peterson, Michael Hurst** and **Bill Fisher**.

Immediately following INFO '89 is the Monterey Wine Festival (March 12-14). To register for INFO '89 and/or The Monterey Wine Festival, contact The Educational Foundation of the National Restaurant Association, Customer Service, 250 South Wacker Drive, Chicago, IL 60606 or call (312) 715-1010 or (800) 522-7578.

EXECUTIVE STUDY GROUP SERIES

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Food Purchasing Managers
5/18-19 Chicago, IL

Internal Auditors
3/14-17 Sanibel Island, FL

Labor Relations
2/16-17 Los Angeles, CA

Management Information Systems
4/18-21 San Antonio, TX

Marketing Executives
5/17-20 Chicago, IL

Multi-unit Architects, Engineers and Construction Officers (MAECO)
5/17-19 Chicago, IL

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4/26-28 Cincinnati, OH

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PRESIDENT'S REPORT

Jim L. Peterson, President and Chief Executive Officer
Whataburger, Inc., Corpus Christi, TX

"Foodservice Employment 2000"—an historic event

In Washington last month, I had the pleasure of speaking at the well-attended "Foodservice Employment 2000" symposium sponsored by the association. In several senses, this conference was an historic event. We sat down with representatives of the many demographic subgroups that might be expected to seek employment in foodservice. We discussed what our industry has to offer and what their constituents need as they enter or re-enter the workforce.

Human resources professionals, foodservice educators and restaurant executives came to the symposium to discuss their programs and to ask questions of others. Representatives of employment groups, including blacks, women, Hispanics, seniors and the disadvantaged, explained the specific needs of their groups with remarkable forthrightness.

People are the most important part of our business, and only by finding out their needs and creating programs to meet their needs can we attract and retain the quality employees we need. Our industry must develop innovative benefit packages, support programs and training programs. In addition, we must continue to promote the foodservice industry's image as a viable career option for employees of all ages.

Model programs in "Current Issues Report," conference proceedings

The association will soon be releasing a "Current Issues Report" describing some of our industry's model programs with respect to hiring and training. The report will be sent to all key members later this month. Also forthcoming is a publication of the proceedings of "Foodservice Employment 2000." It will be available for purchase in March from our publications department.

New findings to be released at INFO '89 Conference

The 1989 Independent Foodservice Operators Conference (INFO '89) will be held March 9-11 in Monterey, California. This conference, held exclusively to address the needs of independent operators, will be highlighted by new findings in job analysis research, successful hiring techniques and an update on the new presidential administration in Washington. Join me in Monterey for INFO '89, sponsored by the Educational Foundation of the National Restaurant Association. To find out more, call the Educational Foundation at (312) 715-1010.

200 wineries will pour 800 wines in Monterey

The day after INFO '89 marks the beginning of the Monterey Wine Festival Vintage '89, held from March 12-14. Hundreds of hospitality industry professionals will join wine experts and wine buffs to experience the sights, sounds and tastes of this major wine event. More than 200 of California's most renowned wineries will pour 800 wines for attendees from across the United States, Canada and Japan.

Restaurant operators who want to step up their wine merchandising efforts will gain valuable knowledge during the festival. In addition, you will experience the beauty of the Monterey Peninsula area. For additional

information, contact Wynn Burke in our Chicago office at (312) 853-2525. If you would like to attend both the INFO conference and the Monterey Wine Festival, a special rate is available.

Great Menu Contest entries due this month

Entries for the association's annual Great Menu Contest are due in our Washington office by February 28. Winning menus become models for the entire foodservice industry and are displayed at the annual Show in Chicago. Winners may also be featured in a four-color book published by an independent publisher. Send in your entries before the end of the month.

101st Congress to reconsider minimum-wage hike, mandated benefits

After President Bush was inaugurated on January 20th, the 101st U.S. Congress convened in Washington. The new Congress faces a host of problems to solve, including the huge government deficit. With the deficit hanging over every issue, the temptation by Congress will be to seek private funding for social programs.

As in 1988, one of our major battles of the year will be to fight off attempts to raise the minimum wage. Also returning for consideration is a proposal to mandate employer-provided health insurance for employees.

As you can see, the issues look familiar. With renewed vigor and the strength gained from last year's government affairs successes, our staff is working to maintain a favorable business environment for the foodservice industry. You can be sure that we will be calling on your participation in what should prove to be a busy year for government affairs.

Welcome new members

During January, 50 foodservice operators and allied suppliers joined us as members. We welcome your input in the association and look forward to working with you.

Sincerely,

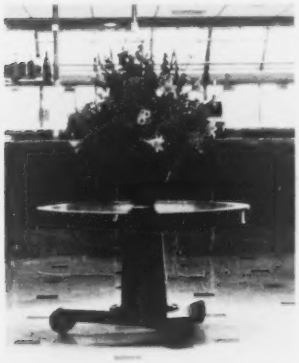
Jim L. Peterson
President and Chairman of the Board

RESTAURANTS USA

COVER STORY: HOLDING ONTO YOUR CHEF

10 Keeping a good chef in your kitchen means keeping your chef happy. Here are some proven ideas you can adapt to keep your chef from finding greater challenges in another establishment.

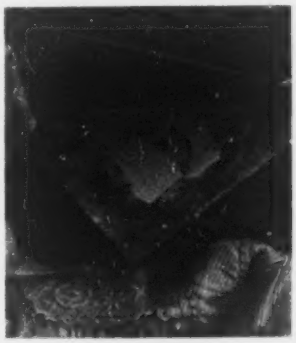
SPECIALS



14 Secret ingredients
In the words of chef/restaurateur Michael Roberts, "There are no such things as secrets in the kitchen, but there are secret ingredients that are not tasted but would be missed if they were omitted." Roberts shares his unique combinations of flavors—and his philosophy behind them—in this excerpt from his recently published book. Don't miss the exciting recipes, including lamb cooked with blue cheese, jalapeno peppers and port.

18 Department-store restaurants
Department stores are attracting customers with sophisticated new eateries that are a far cry from the tearooms of yesteryear.

Facing page 20
This pullout index of ***Restaurants USA*** articles featured during 1988 is a handy reference for anyone looking for information about the foodservice industry—from advertising to wholesale prices.



20 Tearooms—a retrospective
The word "tearoom" conjures up images of a cozy little spot in a department store to sip tea and nibble at cookies during a shopping break, or a quaint roadside restaurant with feminine decor. Fact is, tearooms—and the women who owned and patronized them—had a surprisingly significant effect on the early restaurant industry.

22 Computer clones—clues to a purchase
This article offers the pros and cons of investing in a computer "clone"—a computer that is compatible with leading hardware and software systems but has an obscure brand name and a very different price tag.

25 Pay phones—some questions to consider
Making a pay phone available to your customers is a valuable service, but it is wise to investigate all the angles before signing up with a pay-phone vendor. Here are some guidelines that will help to prevent problems down the line.

DEPARTMENTS

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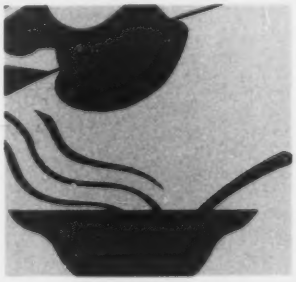

Cover photo by Gary Landsman
Uniform courtesy of Linn Uniforms/Uniform World

Partnership between Foundation and Illinois Restaurant Association

In an agreement that is the first of its kind, the Educational Foundation of the National Restaurant Association and the Illinois Restaurant Association (IRA) have joined forces to offer the foundation's educational materials and services to IRA members.

According to Daniel A. Gescheidle, foundation president, "Our combined efforts will reach a greater audience and ensure that our message is heard at a time when improved education and training are needed more than ever."

The Educational Foundation provides instructors and curricula and course materials while IRA promotes the seminars and the many other services to its members under the logos of both organizations.

For more information on state partnerships, contact Ellen Decker, manager of seminar programs, the Educational Foundation of the National Restaurant Association, 250 S. Wacker Dr., Ste. 1400, Chicago, IL 60606-5834, (312) 715-1010.

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Enrollment period for association's catastrophe medical plan

National Restaurant Association members and their spouses and dependent children have until April 1, 1989, to enroll in the $1,000,000 Catastrophe Major Medical Insurance Plan—a special membership benefit. This plan provides supplementary coverage for basic major medical and hospitalization insurance. Because it is considered supplementary coverage, the plan has a $30,000 deductible that can be satisfied by eligible expenses paid by any basic health insurance policy or by out-of-pocket expenses paid by the insured.

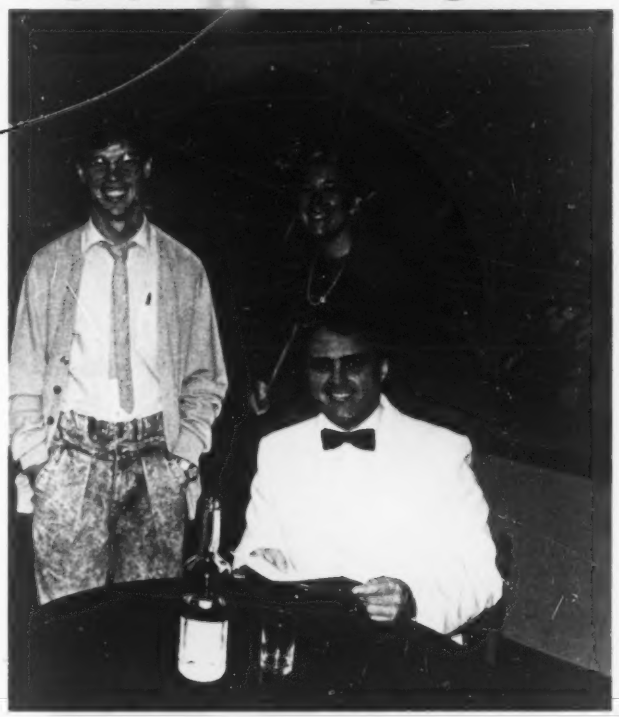
Once the deductible is met, the plan provides 100 percent coverage for all eligible expenses, up to $1,000,000 in benefits for up to 10 full years from the date the first eligible expense is incurred.

For further details, contact Albert H. Wohlers & Co., National Restaurant Association Group Insurance Plans, 1440 N. Northwest Highway, Park Ridge, IL 60068-1400. Call toll-free: 1-800-323-2106; Illinois residents: (312) 803-3100.

Lau dies

George Lau, former director of the National Restaurant Association and past president of the Minneapolis and the Minnesota restaurant associations, died in December 1988. He was 91.

Ground Round launches employee referral program



The Ground Round, Inc., has produced a video that closely resembles the film classic "Casablanca," to launch its yearlong incentive program that awards points to Ground Round employees who successfully refer new employees to the company. Points can then be redeemed for prizes ranging from stereos to boats.

Pictured during the filming are (from left): Greg Witmer, Ground Round's senior training and development manager; Jeanne Wallace of Cabot Public Relations; and starring in the video, Kevin O'Connor, vice president of operations for The Ground Round, Inc. The video combines original scripting and acting with actual "Casablanca" footage.

Minimum-wage debate begins again

Rep. Gus Hawkins (D-CA), chairman of the House Education and Labor Committee, reignited the minimum-wage fire with his introduction of H.R. 2 on January 3, the opening day of the 101st Congress.

The Fair Labor Standards Amendment of 1989, largely similar to the bill that Hawkins's labor committee approved last March, raises the federal minimum wage in three increments, from $3.35 to $3.85 in 1990, $4.25 in 1991 and $4.65 in 1992. Unlike last year's bill, H.R. 2 does not provide for a fourth increase to $5.05.

Also unlike last year's bill, H.R. 2 would establish a Minimum Wage Review Board to meet every two years and recommend to Congress any necessary adjustments to the minimum wage. The Board's recommendations would be purely advisory but would keep the minimum-wage issue before Congress on a regular basis, Hawkins explains.

Small-business concerns addressed

In an attempt to address the concerns of small businesses, H.R. 2 includes an increase in the tip credit to 50 percent. Currently, restaurateurs can credit tips against only 40 percent of their minimum-wage obligations. The National Restaurant Association lobbied heavily last year to have this provision included in Hawkins's bill.

H.R. 2 also raises the small-business exemption. Businesses with annual sales of less than $362,500 are currently exempt from federal minimum-wage requirements. Hawkins's bill increases the small-business exemption to $500,000.

The National Restaurant Association maintains that Hawkins's proposed solution will backfire on just the group he is trying to help. When faced with higher labor costs, restaurateurs will cut back employee hours, will reduce the number of jobs by streamlining positions and automating, and will raise menu prices.

While this bill aims to help the working poor, it misses its target group, since the vast majority of minimum-wage earners are not heads of households but people who use minimum-wage work as a steppingstone to higher-paying jobs.

Outlook for the future

H.R. 2 is expected to be handled speedily, receiving a quick hearing and vote in Hawkins's committee. Where it will go from there is not certain. Much of the bill's fate will be determined by two new players on the legislative field—President Bush and Secretary of Labor Elizabeth Dole.

While former President Reagan threatened to veto a minimum-wage increase, Bush stepped out early in the game to support a small increase in the minimum wage if it were coupled with a lower training wage for new hires. Dole also has established herself as a political player willing to compromise.

A congressional pay raise may provide a new twist to the minimum-wage debate. Former President Reagan recommended a 50 percent increase in congressional salaries that will automatically go into effect if both the House and the Senate do not schedule a veto vote by February 9. If a minimum-wage vote is timed close to that date, observers caution that legislators might find it difficult to vote down a minimum-wage increase just after raising their own salaries.

Brown introduces bill to repeal FICA-tax provision

On January 4, Rep. Hank Brown (R-CO) dropped a bill (H.R. 466) into the legislative hopper to repeal the requirement that restaurateurs pay Social Security (FICA) taxes on all tips reported by waiters and waitresses.

In 1988 the FICA-tax-on-tips cost the restaurant industry at least $200 million. The projected burden for 1989 weighs in at more than $400 million.

Originally introduced in March 1987, Brown's repeal bill was never the subject of any hearings.

Brown's reintroduction of the bill early in the 101st Congress and restaurateurs' yearlong experiences with the FICA-tax-on-tips give operators the chance to tell their members of Congress about the tremendous burden the FICA tax imposes on their operations and to urge their representatives to sign on as cosponsors of H.R. 446.

Send letters to your U.S. Representative, c/o the Hon. *(name)* U.S. House of Representatives, Washington, DC 20515. If you are not sure who your representative is, call the association's Government Affairs Department at 1-800-424-5156 or (202) 331-5900.

DCROUNDUP

☐ **Polygraph poster available.** As of December 27, 1988, all employers must display a poster notifying employees of the ban on polygraph use in the workplace. The poster informs employees that employers are generally prohibited from requiring potential or current employees to take a lie-detector test or taking adverse action against those who refuse to take such a test.

The Department of Labor mailed the poster to employers in November. If you did not receive your copy, contact your local office of the Wage and Hour Division. You can find them in your telephone directory listed under U.S. Government, Department of Labor, Employment Standards Administration.

☐ **Association joins fight for Section 89 repeal.** The National Restaurant Association and 34 other organizations are calling for the repeal of Section 89, a law that requires employers to run complicated tests on the benefit plans they offer to see if the plans discriminate in favor of higher-paid employees.

The Internal Revenue Service missed its November 15 deadline for issuing regulations on how to comply with the law, and employers are still in the dark about their responsibilities.

☐ **New limits for sulfite use proposed.** The U.S. Food and Drug Administration (FDA) issued a proposal to limit sulfite levels in beer, wine, baked goods, tea and fruit juices, among other products.

The FDA has already prohibited the use of sulfites on raw fruits and vegetables and has proposed banning their use in fresh potato products.

Sulfites, generally used as a preservative, have been known to cause severe reactions in asthmatics and, in some cases, to lead to death. Since the start of the sulfite debate, the National Restaurant Association has advised restaurateurs not to add sulfites to their food.

—Stephanie Gordon
—Denise Roach

WHAT'S COOKIN'?

In an attempt to direct foodservice employers to the workers who will carry the industry into the 21st century, the National Restaurant Association sponsored the "Foodservice Employment 2000" Symposium on January 10. The symposium, held in Washington DC, featured speakers from groups, such as Hispanics, blacks, women, senior citizens and the handicapped, that can be wooed into the job market. These representatives outlined the needs and wants of their constituencies and what benefits they can offer foodservice employers.

"Foodservice Employment 2000" also gave several restaurant industry leaders the opportunity to describe model employment programs that are already operating successfully. These programs included low-skill training, career mobility and advancement information, and support programs offering services such as transportation and day care. Here are a few of the notable programs that were outlined during the symposium.

Dean Groff

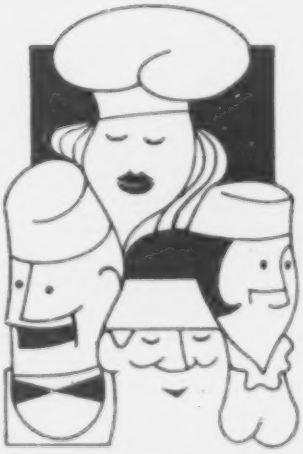
"In foodservice, people are our key asset, and the time is coming rapidly when companies will be assessed by their ability to attract and retain the right kind of people," said National Restaurant Association President Jim L. Peterson as he opened "Foodservice Employment 2000."

—Franchise Associates/ Arby's, Minneapolis, MN

Moving them through the ranks

The most effective managers for a particular operation are often those who have come up through the ranks, comprehensively learning the system step by step. At the Minnesota franchisee of Arby's, the retention rate has shot up since the company implemented a series of employee development programs that recognize dedicated hourly workers and cultivate them for management positions. Of Franchise Associates' 36 store managers, 10 began as hourly crew members.

Franchise Associates' Management Assessment Program (MAP) is a three-week training program that helps develop full-time managers who will be responsible for the operation of an Arby's restaurant. Through a graduated cash incentive program, managers are encouraged to identify potential managers from within their restaurants. Once the trainee completes the MAP and is promoted to associate manager, the manager making the recommendation receives a cash bonus. An additional cash bonus is paid to the



manager when the rookie completes three months in the new position. A restaurant manager can refer up to three individuals into the MAP each calendar year and can receive up to $250 for the first candidate, up to $500 for the second candidate and up to $1,000 for the third.

According to Doug Kennedy, vice president of Franchise Associates, the cash bonus is important "because it recognizes the fact that we're taking from them someone that they developed. It's an honor to have developed someone for the MAP, and it's a skill we look for."

The management personnel brought up through the company's ranks have a decidedly higher rate of retention than those hired from outside the company. In 1987, for example, 85 percent of the people who were developed through the MAP were still employed at year's end.

The MAP, however, is only one element of the company's strong promote-from-within policy. Franchise Associates also has in place several other formalized programs to recognize hourly employees who show management potential. The Relief Associate Manager (RAM) program, for example, encourages managers to develop some employees to serve as managers in a relief role. To enter the program, employees must be at least 18 years old, must be recommended by their managers and district supervisors, and must complete a RAM training program. The training program, which usually stretches over 90 days, involves seminars, on-the-job-training and a final exam. Managers are encouraged to keep three to four people in the program constantly.

Arby's advancement programs also help the company recruit workers. "If we see a high school applicant with leadership potential, we'll talk right away about the RAM program," says Kennedy. "There are really lots of examples out there of employees who have flown up the career ladder in fast food," adds Kennedy. "But we in the industry have to do a better job of getting the word out."

—Creative Gourmets, Ltd., Boston, MA

Managers "let their fingers do the walkin' "

To help their most motivated managers solve their own labor problems, Creative Gourmets of Boston put together a "yellow pages of labor resources." The corporate office took on the time-consuming task of compiling a list of resources that includes social service agencies for free labor, paid agencies, vocational schools and colleges, and culinary and HRI schools. The books are distributed to each unit.

"We give them the contact and an anecdote about how we've used the source in the past, and the rest is up to the manager," says Dennis Zaia, vice president of human resources. "We've found the book

works very well for those who want to take charge."

Creative Gourmets' book of labor resources, which varies by geographic region to suit the needs of particular company units, is updated each year by sending out questionnaires to sources. "We spent a lot of time on it," says Zaia, "and we purposely made it look like a phone directory, because we wanted our people to think of it as a resource."

—Restaurant Association of Maryland, Baltimore

Being taken under the wing

Apprenticeships traditionally have not been an integral part of restaurant management programs. "But we know from experience that many of the best in the business learned at their father's knee or by being taken under the wing of another manager," says Marcia Harris, executive vice president of the Restaurant Association of Maryland. Accordingly, the state association recently began an apprenticeship program that Harris believes is the first of its kind in the country.

The apprenticeship program combines classroom instruction with hands-on work. Over a three-year period, apprentice assistant managers will work 6,000 hours at a participating foodservice facility. In addition, the trainee will be required to complete 240 hours of "related instruction," which includes not only traditional culinary-arts subjects, but also courses in restaurant law, purchasing, nutrition, math, customer relations, menu design and other management skills.

Because state approval was received a short time before the enrollment date, only nine students are enrolled in the first class. Interest on the part of students has been encouraging, however, and restaurants have shown an even greater interest. "We've already got two or three restaurants for every apprentice we want to place," says Harris. By combining eight hours of classroom theory each week with 40 hours of hands-on work, Harris explains, the program should turn out unusually well-rounded candidates.

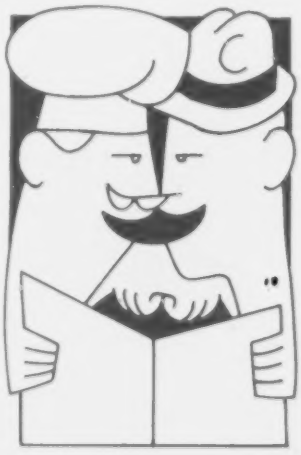
Max Karl Winkler

—Minnesota Concessions, Inc., Shakopee, MN

"Real-world" experience

Canterbury Concessions, a unit of Minnesota Concessions that operates the foodservice facilities at Canterbury Downs racetrack, developed a paid internship program that, according to the program's director, Gary Zachman, "allows the company to recruit and select future employees based on their performance, while at the same time enhancing the students' employment potential."

Three students are selected each summer to work fulltime from early June through August. In 1988, the first year of the internship, students were recruited from vo-tech programs and colleges and worked four weeks each in the fine dining, concession and cafeteria segments of the operation. In the coming year, however, Zachman is going to select interns with a particular interest in one of the areas.



The interns meet weekly with management to assess their experiences, and at the end of the internship the students are evaluated to determine how well company standards were met and to identify areas of strength and areas for potential improvement. In addition to allowing the students to apply classroom knowledge to "real-world" situations, says Zachman, the internship program "helps develop support for the industry from participating schools, and provides Canterbury with a pool of motivated and productive employees."

—The Balsams Grand Resort Hotel, Dixville Notch, NH

Dropouts drop in

At the Balsams, a seasonal resort in northern New Hampshire, Project REBATE (Re-enter with basic academics and training into employment) was started with the intention of training young people who had dropped out of school. Participants in the program work toward obtaining a GED high school diploma while gaining work skills and increasing self-confidence.

The program, which is sponsored by the New Hampshire Job Training Council, has brought six youngsters each of the past two seasons to the Balsams to work in the resort's dining room. The workers are housed in a group house where they receive academic instruction. Nine out of the 12 students successfully completed the program, and a few of the students still are working at the resort.

Up to 75 percent of the employees' wages are reimbursed by the state government, and these funds are donated back to the state to help pay for the group house, says maitre d'hotel John Carroll.

Many of the Project REBATE employees come from troubled backgrounds and have few job skills. But Carroll is optimistic about the program's future and considers Project REBATE to be "definitely worthwhile."

"Leaders in the industry should participate in programs like this," he asserts.

—David Slater

Max Karl Winkler

Holding onto Your Chef

by Gary M. Stern

Few restaurants not run by a chef/owner have managed to keep the same chef for a decade. Like beauty salons, restaurants often hire away the latest "hot" chef to boost business. But restaurant owners can keep their chefs motivated and therefore loyal to their restaurants for three to 10 years. Here is a look at some proven strategies.

Many factors contribute to why chefs change restaurants so frequently, including more pay, more creative autonomy and problems communicating with the owner. Consultant Clark Wolf, who has advised restaurants such as Sign of the Dove and Arizona 206 in Manhattan, explains that chefs often leave a restaurant because "they're building a repertoire and experience." One key to keeping a chef motivated and on staff is to stretch his or her talents. This avoids stagnation and boredom.

Stretching a chef's talent

Motivating chefs, says Wolf, involves providing them with diversity and depth of experience at the company's expense. Often this means sending a chef away for a learning experience. Alice Waters, owner of Chez Panisse in Berkeley, California, sent four chefs on a cooking tour of Bangkok, Thailand, in January. "It's good for the whole team, brings them experience," and is worth the financial cost, explains Waters.

Not all trips need to be abroad, however. In 1985 Joe Santo, owner of Manhattan's Sign of the Dove, knew that culinary creativity was flourishing in California and that his new chef, Andrew D'Amico, who had been sous chef at Sign of the Dove for three years, had never been exposed to California cooking. So Santo decided to take D'Amico on an eating and learning tour of California cuisine. "The first night we landed we hit four restaurants," recalls D'Amico, who three years later is still ensconced as Sign of the Dove's executive chef.

Until his California trip, D'Amico's knowledge of salads had been so limited that he considered watercress and endives "exotic" ingredients. Exposed to California ingenuity, he returned to Sign of the Dove and started putting his new knowledge on the menu.

Why is learning new tastes so important to a chef? According to D'Amico, "We're set in a place where we have to be constantly expanding conceptually and motivated creatively to meet the market's demands. To be a chef in a restaurant in Manhattan you have to live food, be exposed to it and constantly be inspired."

Owner Santo is not resting on his restaurant's three-star laurels. This summer he will be taking D'Amico to Hong Kong to explore Asian cooking.

Providing extras: competitions, charity events, cookbooks and special-menu nights

Not every restaurant owner, of course, can take the chef on an all-expenses-paid, cross-country or international culinary trip. Entering chefs in competitions and charity events is a less costly way of granting much-needed recognition and stimulating culinary talents. Reid L. Ashton, owner of the Golden Mushroom in Southfield, Michigan, sent two of his chefs to the Culinary "olympics" in Frankfurt, Germany, last fall. Bringing back nine gold medals went a long way toward boosting the spirits of his team.

Each year Bradley M. Ogden, executive chef of Campton Place in San Francisco, involves his chefs in different charity events. According to Ogden, charity events serve as a meeting place for chefs to share ideas. On a rotating basis, Campton Place chefs are sent to such events as New York City's annual Meals on Wheels fundraiser and to the Washington DC March of Dimes dinner. They are also given time off to appear on the syndicated "Regis Philbin Show." Charities usually pay for the airplane fare, but the restaurant may have to pick up hotel fees and expenses.

"It's really important that cooks dine out, meet with other chefs, see what's happening around the country and pick up new ideas," explains Ogden. A chef's main objective, suggests Ogden, "is to grow as an individual, learn as a cook and develop his or her palate."

One way to add a new dimension to a chef's experience is to encourage him or her to write a cookbook. Alice Waters, a cookbook author in her own right, has used her publishing contacts to generate cookbook deals for some of her leading chefs. In late 1988, chef Paul Bertolli's *Chez Panisse Cooking* was published. A book-signing tour followed. Waters describes the experience for Bertolli as "a lot of extra work, but he explored avenues he hadn't been down before." The recognition that comes from interviews and publicity tours following a cookbook's release can boost a chef's morale.

Some restaurant owners have devised ingenious ways to stretch a chef's talent without sending him/her

Gary M. Stern is a freelance writer in New York City.

out of the restaurant's kitchen. Danny Meyer, owner of the Union Square Cafe in Manhattan, for example, has designated Sunday nights as special wine and food nights. Each Sunday evening the chef explores the cuisine and wines from a designated region in Spain or France, thus expanding the restaurant's classical French menu. In this way, says Meyer, the chef also expands his repertoire and faces new culinary challenges.

Seeing the chef as artist

While money certainly plays an important role in attracting chefs (see sidebar), many consultants downplay its role in keeping a chef. Karen McNeil, restaurant consultant and director of the New York Professional Service School, says, "In my experience, as often as not, chefs move on for creative reasons as much as for financial reasons."

McNeil describes chefs as artists who derive considerable satisfaction from their creations. If the owner is fully supportive of the chef's creative abilities and innovations, it is more likely that the chef will prosper and stay put. If the owner has one view of his menu and the chef another, however, irreconcilable conflicts are likely to arise. McNeil advises owners against placing too many limitations on the menu, thereby restricting a chef's natural creativity.

Veteran restaurant consultant George Lang, who has been involved with more than 400 restaurants in 20 countries and writes the monthly "Table for One" column in *Travel and Leisure*, agrees that chefs can stay motivated if they're treated like artists. He says, "Everybody is supposedly motivated by the sex drive and the territorial imperative, but chefs have a third drive, which every restaurant owner/manager should satisfy—the drive to be recognized as a creative individual."

Lang urges restaurant owners and managers to incorporate their restaurant's "unique selling proposition"—the chef's signature dishes—into their menus and merchandising efforts. Marketing, for example, could highlight the chef's original shrimp dish, idiosyncratic pasta, and award-winning dessert. Thus the restaurant simultaneously expands its reputation and that of its chef.

Giving autonomy

Since many chefs consider themselves artists, autonomy plays a major role in keeping them motivated. Although offered more money from restaurants in New York City and Cleveland, Cathy Armburger, executive chef of La Normande in Pittsburgh, Pennsylvania, has spurned such offers. What has kept her motivated as La Normade's chef during the last six years has been the freedom she has been given.

"I'm allowed to do whatever I want with the menu. I change the menu daily," she says. "This keeps me inspired." For example, she has created a tuna tartare with vodka instead of brandy for her French-influenced menu—and for dessert, a napolean made out of filo dough with cranberry sauce.

What's most important to her as a chef is to avoid the drudgery of falling into the rut of preparing the same menu day after day. Changing the menu daily rejuvenates her.

Autonomy and challenge meant so much to Tim Felver that he stopped working for Wolfgang Puck at Los Angeles' highly regarded Chinois restaurant to serve as executive chef of a new American-style restaurant in Jacksonville, Florida—the Florida Cafe. Florida Cafe's owners do not interfere with Felver's province in the kitchen as long as he adheres to his budget. "I get motivated by trying to change people's—especially Southerners'—attitudes toward eating," he says. He strives to prepare his dishes in unusual ways, such as smoking local shrimp, making blue angel-hair pasta with a vinaigrette made from local melons, and serving blanched vegetables with a plum mayonnaise.

Consultant George Lang agrees that in order to keep a chef happy an owner must provide "a possibility of growth within the organization. If you have only one restaurant and the chef works for you for 20 years, unless you do something special each year or couple of years, eventually he'll listen to the song of sirens and go somewhere else." Rewarding performance and giving chefs a diversity of experience are the keys to keeping chefs happy, says Cindy Pawlcyn, co-owner of five successful California restaurants, including San Francisco's Fog City Diner, Napa's Mustard Grill and Monterey's Rio Grill. "We mostly promote from within so people know that there's growth potential," she says. Furthermore, if Pawlcyn sees a chef going stale, she will arrange a transfer to another restaurant to keep the creative juices flowing.

Communicating

Steve Fernald, director of apprenticeship at the American Culinary Federation (ACF), based in St. Augustine, Florida, and a former executive chef, says that how an owner communicates with the chef determines the chef's motivation. "If decisions are made bilaterally and the chef is included in the decisionmaking process," says Fernald, "it's more likely the chef will be motivated to stay."

For example, if sales are down 3 percent from last year, the owner may say to the chef, "What do you think we can do to improve income? What new trends can we try?" But if the

Money's role in keeping a chef

Anyone who has read biographies of Ernest Hemingway, F. Scott Fitzgerald or Pablo Picasso knows that while artists have a passion for their art, money motivates them as well. And chefs, self-described artists, are no different. "Most chefs are overworked," says Steve Fernald, director of apprenticeship at the American Culinary Federation in St. Augustine, Florida. "If salary is static and doesn't increase," he says, "that's the fastest way to have your chef start looking for another job to raise his or her salary."

The deal that a chef negotiates with an owner depends, of course, on the chef's background, experience and status. Many restaurants and owners base their entire menu and vision on a chef, while other restaurants are owner-driven and hire a chef to execute a prearranged menu. When the chef is chief—in charge of producing the menu—financial incentives often

include bonuses, culinary trips, time off for education and (if the chef is involved in bottom-line efforts) profit-sharing—often tied in with a restaurant's goals.

Reid Ashton, owner of the Golden Mushroom in Southfield, Michigan, points out that since chefs opt to work in a small business rather than a corporation, they often have entrepreneurial instincts. That's why he believes that to keep a chef, an owner "has to involve him/her with incentive bonuses tied in to profitability, or make them a partner." Ashton started his chef Milos Cihelka (CMC and AAC) with stock options and eventually made him a partner. Since Cihelka has been executive chef for 13 years, Ashton's approach has obviously worked.

Yet Ashton is quick to add that money isn't enough to sustain a chef. "No one will work just for money and be emotionally happy," he says. An owner can provide raises, but a chef has "to keep up his imagination and avoid getting stale."

owner says, "Sales are down. We're trying a new menu," the odds are that that chef will be updating his or her resume.

To consultant George Lang, the owners who prove most adept at keeping their chefs over the long haul are the ones who are on the premises and actively involved in the running of the restaurant: "You have to be there when the chef needs you, develop a good personal relationship which is not patronizing or servile, behave in a constant and even way—instead of going up and down like a needle on a record—and when allowed into their kingdom, the kitchen, you enter and give honor and respect."

Developing a climate for success

When most chefs talk about money, they're really masking their frustration with management, says Earl Bebo, who teaches the "Development of Supervisors" class at the Culinary Institute of America in Hyde Park, New York. Too many owners, he says, place barriers to success before a chef. According to Bebo, keeping a chef motivated boils down to eight factors that form what he calls a "climate for success." They are (1) setting high standards, (2) delegating responsibility, (3) providing continuous honest feedback, (4) providing encouragement and praise, which means constructive criticism and boosting people's morale, not putting people down, (5) creating the expectation of success for each individual, (6) maintaining open communication, which includes attentive listening, (7) providing desirable rewards and (8) providing the potential for achievement, growth and opportunity.

The chef who accepts an offer for $10,000 more, postulates Bebo, is often confused, thinking that the money will determine his happiness. Often that chef wants a greater challenge or more autonomy, or is lacking in the expectation of success. If owners concentrate on communication, creating a high-energy atmosphere, listening to a chef's concerns and developing this climate of success, chefs will stay on the job and produce.

Alice Waters of Chez Panisse agrees that money is often a smokescreen for underlying problems. "When money is brought up, you know that something is wrong in the restaurant. You have to figure out what's happening." Her solution involves trying to stave off future conflicts: "I keep a real ear to the ground, talking to people in charge about problems in the restaurant and at home and figuring out ways to solve them before they become unsolvable."

Taking care of the entire kitchen team

Although many chefs have strong egos, many also realize that it takes more than satisfying the executive chef to keep a kitchen happy. Executive chef Daniel Boulud works with a crew of 27 in his kitchen at Le Cirque in New York. "To keep me happy is to keep my crew happy," he says. With so many responsibilities divided among his staff, he is insistent that the restaurant's owner pay attention to the sous chef and potwasher as well as to him to keep things running smoothly. Football tickets, Christmas bonuses, champagne to celebrate special occasions and cut-rate dinners for visiting family are some ways that Le Cirque boosts its staff's morale. Boulud would like to see more profit-sharing for the entire kitchen staff, not just the executive chef—which he says is a common practice in Europe.

Creating an ensemble

Some restaurateurs have tried to sidestep the problem of keeping a chef by creating an ensemble kitchen where no single person is the star. Michael McCarty, chef/owner of Michael's restaurant in Santa Monica, California, says that one of the secrets to his success has been "developing a system that did not rely on a single individual" as executive chef. McCarty believes that it takes 10 good years to develop a chef's full talent, both in a culinary sense and in managing the back of the house. "We took the prima donna out of the chef mode," he says. He chooses not to pursue executive chefs but hires entry-level chefs and trains them as they move up the ranks. Everyone on his staff, therefore, is schooled in every position and can assume manifold roles.

Alice Waters employs a similar approach at Chez Panisse. All the cooks, she says, collaborate in running the kitchen. Not having one executive chef at the hierarchy's top reduces the pressure on all the cooks.

Forming a strategy

In the restaurant business for more than two decades, Tom Margittai, owner of the Four Seasons in New York, has seen chefs come and go and knows how tricky it is to keep a chef happy. Through the years he has developed a strategy that has proven quite successful for keeping chefs rooted for extended periods, and he urges other operators to do the same. Margittai describes his approach: "First you find a dedicated professional who likes to cook; give him or her the freedom of expression and creativity and encourage it. Form a complementary team and become the chef's best admirer and his or her best critic. Let the chef know you have a genuine interest in his or her recipes and creative ideas and be on hand to participate." ❑

SECRET INGREDIENTS

by Michael Roberts

There are no such things as secrets in the kitchen, but there are secret ingredients that are not tasted but would be missed if they were omitted.

A painter creates a painting by organizing colors and shapes in some coherent way, just as a musician organizes notes into melodies to form a musical composition. Cooking, likewise, is the act of taking basic ingredients and organizing them in a coherent way, using food as the medium and flavor as the message.

Flavor is to food what hue is to color. It is what timbre is to music. Flavor is adjective, food is noun. "Stars and Stripes Forever" played on the banjo sounds different from the same music played on the tuba. Garlic on shrimp is quite unlike the flavor of garlic on steak. Each ingredient has its own particular character, which is altered by every other ingredient it encounters. It would be easy to master the use of flavors if we could simply put them into categories. But intelligent, good cooking is more complicated than that.

Most people who do not cook professionally think that those of us who do have secrets that we will never divulge. There are no such things as secrets in the kitchen, but there are secret ingredients that are not tasted but would be missed if they were omitted. A secret ingredient is one that mysteriously improves the flavor of a dish without calling attention to itself. It's either undetectable or extremely subtle. But its presence is crucial because the dish would not be nearly as good without it.

Michael Roberts is chef/co-owner of Trumps in West Hollywood, California, a restaurant famous for its innovative cuisine.

The word *flavor* comes from an Old French word meaning "odor." Taste and smell are irrevocably intertwined. Flavor is the quality of a substance that affects the sense of taste, and the nature of its aroma, whether pleasant, overpowering or absent, will affect the way it tastes on the palate. For example, when I created chilled puree of beet and watermelon soup, I used watermelon for its lovely fragrance to make up for the lack of aroma in beets. The perfume of fresh dill in the dressing for pork and green-cabbage salad with dill and caper dressing makes up for the lack of aroma in capers. In other words, what we want to achieve is a combination of ingredients that pleases both senses. Our sense of smell excites our sense of taste, and when both senses are excited, the food we eat tastes better. So secret ingredients add dimension to what we cook by making it possible for our tasting senses, taste and smell, to perceive more.

Primary and secondary flavors

When we use more than one flavor ingredient in preparing a dish, not all of them will be perceived equally. Some will jump out at us and others will be lost. The flavors we taste can be broken down into two categories: primary and secondary. Primary flavors are those that are obvious, such as the flavors of chicken and tarragon in a chicken tarragon or beef and red wine in a beef a la Bourguignon.

Secret ingredients belong in the realm of secondary flavors. However obvious it is that you need tarragon to prepare a chicken tarragon, you would not achieve the most interesting result using only tarragon. Tarragon, in this case, needs secondary ingredients—a hint of celery seed and anise—to make it taste more like quintessential tarragon and at the same time more than tarragon. In this way, primary flavors often depend on secret ingredients to make them more interesting and complex. Using only one herb or spice to achieve a certain taste usually results in a lackluster dish—each mouthful tastes the same. For instance, when I prepare zucchini soup, I always finish it with a little walnut oil and a dash of Pernod. These two secondary flavors are the secret additions, not meant to overpower the zucchini but to keep it lively so that the first spoonful of soup does not taste exactly like the last. When I braise celery in mint jelly, I add tarragon vinegar to stress the celery flavor and make it more provocative. A pinch of curry powder will enhance the flavor of mussels, making their briny quality sweetly ar-

omatic. And I wouldn't dream of letting a bean soup leave my kitchen without a final addition of lemon, the secret ingredient that adds piquancy, zest, and sparkle to the flavor combination.

Whether they function in a primary or secondary way, flavors combine in only three different ways: they marry, oppose or juxtapose.

Flavor marriages

When flavors marry, they combine to form one taste—either something new or something superior to the original. Curry powder and chili powder are examples of flavor marriages. The combination of herbs and spices in each case creates a completely new flavor, very different from any of the single ingredients. And although curry and chili powder share several of the same ingredients, such as cumin, coriander, garlic and cayenne, they taste a world apart.

Some secondary flavors marry with primary ones to create a new flavor greater than the sum of its parts, and often two flavors can do the job better than one. Instead of increasing the amount of sherry in a seafood bisque, I add a little brandy to make the sherry taste more prominent. The marriage of the two ingredients, sherry and brandy, creates one flavor, giving a more interesting sherry taste than if we merely added extra sherry.

It may sound like an eccentric combination, but vanilla marries with the flavor of lobster, making it taste more like the essence of lobster than lobster does on its own. Sorrel marries with spinach to form a more perfect taste union, and when ginger and molasses marry, they create a flavor superior to either alone.

In another type of marriage, some secret ingredients act as a catalyst. Their function is not only to marry with a primary flavor but to spark a change in it. Garlic, when used as a background flavor, is my favorite catalyst. A hint of garlic will change the way lemon tastes by making it seem more than a merely tart flavor. A lemon/garlic combination is capable of adding a flavor interest that neither lemon nor garlic can accomplish alone. Cooked onions added to any vegetable soup help create a sweeter flavor. Salt is the most common of the catalysts. It marries with other flavors, making them brighter.

Acidic catalysts, such as vinegar, citrus juices, and wine, give backbone to the flavors of a dish; they keep the primary flavors from disappearing. That is why white wine is often used to embolden basil or other fresh herbs in fish sauce; red wine keeps the flavors of beef stew intact throughout the long cooking. Vinegar can be used as a catalyst to lift certain flavors out of the background and make them seem more prominent. Potato soup needs a hint of vinegar to lift the potato flavor out of the background. In certain parts of the country chili is always served with a cruet of vinegar, to enhance the tomato flavor that would otherwise languish below its flavor potential. Lemon or lime juice is the important catalyst in dishes like *seviche* and other raw preparations because it marries all the flavors—and it also "cooks" the protein a bit.

Flavor oppositions

The cliche "opposites attract" is particularly apt when applied to flavors. Opposite flavors can highlight or cancel each other.

Opposite flavors can highlight each other by their contrasting natures. Sweet/sour, sweet/salty, sweet/hot, salty/sour, and salty/tart are all opposites. Sometimes these opposites have a surprising effect on each other. You're probably familiar with the flavor transformation of vinegar and sugar to make the classic sweet-and-sour taste. But you may not realize that the sweetness of ice cream becomes even sweeter when contrasted with salted Spanish peanuts in a tin-roof sundae. Salt and sugar are so opposed, in fact, that when used in equal amounts they cancel each other entirely. Sweet relish helps to cancel the salty flavor of hot dogs. Chinese sauces usually contain some sugar to help balance the saltiness of soy sauce.

BRAISED LAMB SHOULDER WITH BLUE CHEESE, JALAPENOS AND PORT

Serves 6 to 8

This is a truly magical combination of flavor and aroma. Port wine and blue-veined cheese, sweet and salty ingredients, cancel each other and create a balanced ensemble.

Ingredients:

1 3½ to 4-lb. boneless spring lamb shoulder
5 Tbs. unsalted butter
½ lb. Roquefort, Stilton or blue cheese, crumbled
2 fresh jalapeno peppers, seeded and finely minced
½ cup port wine
1 cup veal stock or canned low-sodium beef broth

Method:

Trim excess fat and any gristle from the shoulder. In a small pan over low heat melt 4 Tbs. of the butter and pour it into a small dish or cup and set aside. Preheat oven to 325° F.

Place lamb, fat side down, on work surface and spread half the blue cheese on the inside of the meat. Sprinkle with the jalapeno peppers, then roll the roast and tie with string in several places. Brush with clarified butter, place in a Dutch oven with a tight lid and cook in the oven for 1¼ hours. Baste frequently with remaining butter. Increase oven temperature to 425° F; uncover and continue to cook 15 to 20 minutes to brown.

Remove the meat to a platter. Place the pot over high heat and cook for 2 minutes. This step separates the pan juices from the fat. Using a spoon, remove as much fat as possible. Add the port and boil 1 minute. Add the stock and reduce until the liquid starts to thicken. Remove from heat and add remaining blue cheese. Whisk in the remaining butter.

Untie the lamb, carve into slices, arrange on a platter and spoon the sauce over it. The plainer the vegetable accompaniment, the better. Serve a robust red wine—a California Merlot such as Stag's Leap or a Rhone wine such as Cote de Roti.

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SECRET INGREDIENTS
THE MAGICAL PROCESS OF COMBINING FLAVORS
MICHAEL ROBERTS
BANTAM

SECRET INGREDIENTS

THE MAGICAL PROCESS OF COMBINING FLAVORS

MICHAEL ROBERTS

Astringent ingredients such as mint, cucumbers, apples and grapes oppose other flavors by cutting through them. Apples and grapes are popular with cheese because they cut the strong, rich cheese taste. Cucumbers will cut the taste of mustard in a sauce. Mint cuts the fatty taste of lamb.

Opposite flavors can also be used to balance each other so that no single flavor stands out. That is why smoked fish tastes better with the addition of lemon juice.

Some flavor oppositions are quite familiar to us. Sugar cancels the bitterness of cocoa so that chocolate becomes delicious. Spicy flavors are balanced by sweet or fruity ones. You may not have tried it, but watermelon and Tabasco sauce is a pleasing combination. Sweet wine and black pepper make a delicious sauce. Other combinations that react together in this way are lime and capers or apples and tarragon. Sometimes a flavor is created when we use opposite flavors to balance each other. Fresh mint, dill and cilantro, when combined, form a new flavor. Combine them in equal parts and taste—you'll get the point instantly.

Flavor juxtapositions

Because different flavors are sensed on different parts of the tongue and palate and because they are tasted at different times, we can juxtapose them, using flavors side by side or in layers.

The taste buds on the tip of the tongue sense sweet flavors, the salty and sour receptors are along the sides, and the bitter sensors are at the back of the tongue. Although a first bite tasted with the tip of the tongue may not immediately reveal all the flavors of a dish, when flavors are juxtaposed we eventually taste all of them. In my recipe for mustard-fried shrimps I flavor the batter with mustard seed and the sauce with tarragon. Putting mustard and tarragon together in both the batter and the sauce does not create as interesting an effect as separating them so that each flavor is tasted at different times. The layering of flavors makes the food we taste more interesting because each mouthful is different. A flavor may be tasted immediately, or it may linger in the mouth. Cocktail sauce initially reveals tomato but finishes with horseradish (and lemon is the catalyst that marries them).

Secondary ingredients can be juxtaposed with primary ones to mask a certain aspect of flavor, making it less

BROCCOLI AND TOASTED

Serves 4

Garlic sweetens the green, earthy taste of broccoli. Fresh garlic can be paired with it, but roasted garlic adds a nuttiness to broccoli and takes its taste into another realm. Here garlic is a catalyst that changes the way we taste the broccoli. The secret ingredient is tarragon, which highlights the licorice aspect of the broccoli taste.

Use cold-pressed peanut oil if you can; it reinforces the nutty roasted-garlic flavor. Olive oil works well, too—the greener the better in this case. There is no mustard in this vinaigrette because it would interfere with the focus flavors: the nuttiness of the garlic and oil and the anise quality of the tarragon and broccoli. Red wine vinegar gives the balancing acetic edge without adding another strong flavor to the dressing.

Ingredients:

1 bunch broccoli (about ¾ lb.)
1 Tbs. salt
1 Tbs. cold-pressed peanut oil or olive oil, preferably Greek or Spanish
4 Tbs. pine nuts
12 garlic cloves, peeled
½ cup red wine vinegar
⅓ cup additional cold-pressed peanut oil or olive oil
1 Tbs. chopped fresh tarragon leaves or 1 tspn. dried

Method:

Using a small knife, trim the tops (floret) from the broccoli and reserve on a plate. Fill a 2-quart pot with water, add the salt, and bring to a boil over high heat. Fill a large mixing bowl with water and ice cubes.

Meanwhile, using a knife or vegetable peeler, trim the woody outer skin

discernible but without canceling it entirely. Garlic masks the medicinal bitterness of rosemary, leaving mostly its herbaceous scent. This is how the juxtaposition of secret ingredients make a single herb, such as rosemary, more intricate. I often add a pinch of ground cloves to mask the bitterness in a red-wine reduction without diminishing the presence of the red wine. And sometimes it is desirable to mask the bitter aspect of cloves without negating its aromatic quality. Orange accomplishes this quite nicely; spice cakes are much better with orange zest in the recipe. Mulled cider can be sweetly redolent of clove because the apple flavor masks its bitterness.

The most common mistake cooks make is flavoring a dish with too many herbs and spices. Tarragon and basil are too similar in their peppery flavor yet too contrasting in their aroma to be combined successfully. I would not combine vanilla and garlic, for instance, or oregano and mint, because they would not help each other or combine in a pleasing way. I would not combine mace and nutmeg or allspice and cloves, because in both cases the two flavors perform the same function. Arugula and watercress create a spicy muddle when used together in a salad—choose one or the other, combined with some bitter endive or radicchio.

All this may sound like alchemy—somewhat intellectual—when our very real interest in food is anything but; in fact, analyze all this too much and you can easily go right to the vanishing point. But there are the secrets I've learned in 15 years of cooking for thousands of people that I want to share in the hope of demystifying contemporary cooking. ❑

PINE-NUT SALAD

from the broccoli stalks, exposing the light green, tender core. Julienne.

Submerge the broccoli florets in the rapidly boiling water and cook 1½ minutes. Remove with a slotted spoon and plunge into the ice water to stop the cooking process and to preserve the bright green color. Repeat the procedure with the julienned stalks, but cook only 30 seconds. Remove from water and plunge into ice water. When completely chilled, remove all the broccoli from the ice bath and drain completely on kitchen towels. (Wet broccoli will dilute the dressing and ruin all your work.) Preheat oven to 350° F.

Heat 1 Tbs. oil in a small ovenproof skillet over medium heat. Add pine nuts and cook, tossing, until they turn a light honey color. Remove with a slotted spoon and reserve on a small plate.

Add the garlic to the oil remaining in the skillet and toss briefly over medium heat, about 2 minutes. Add the vinegar, bring quickly to a boil, and place immediately in the oven. If you are using dried tarragon, add it now. Roast, covered, until garlic is tender, about 15 minutes. Remove from oven, let cool slightly, transfer to a blender; puree until smooth. Place puree in a small mixing bowl and beat in the ⅓ cup oil until absorbed. If using fresh tarragon, chop the leaves and add them to the dressing now.

Toss the pine nuts and the julienned stalks of broccoli together with half the dressing and mound on plates. Toss the broccoli florets with the remaining dressing and place on the mound of julienne.

SPICY CINNAMON SHRIMP

Serves 4. Allow one day advance preparation time.

The result of combining cinnamon and orange is a new flavor—reminiscent of both ingredients but resembling neither. This combination has a fruity yet dusky flavor; it needs the spiciness of cayenne pepper and the shrimp's metallic impression to make cinnamon work in a savory context.

Ingredients:
1 cup fresh orange juice
2 Tbs. fresh lemon juice
1 orange, grated zest only
2 cinnamon sticks
1 tspn. cayenne pepper
1 tspn. salt, or to taste
1 Tbs. dark sesame oil
16 jumbo shrimp, peeled and deveined, with tails left intact
2 vine-ripened or hothouse tomatoes, sliced from tip to stem
2 Tbs. chopped parsley

Method:
In a medium saucepan over high heat combine all ingredients except the shrimp, tomatoes and parsley. Bring to a boil, cover and cook 1 minute. Place the shrimp in a glass bowl and pour the boiling marinade over them. Cover and allow to cool to room temperature. Refrigerate overnight.

The next day, place sliced tomatoes on a platter, arrange the shrimp on top, spoon the marinade over them and sprinkle with chopped parsley.

PUREE OF SWEET PEA AND WATERCRESS SOUP

Serves 6

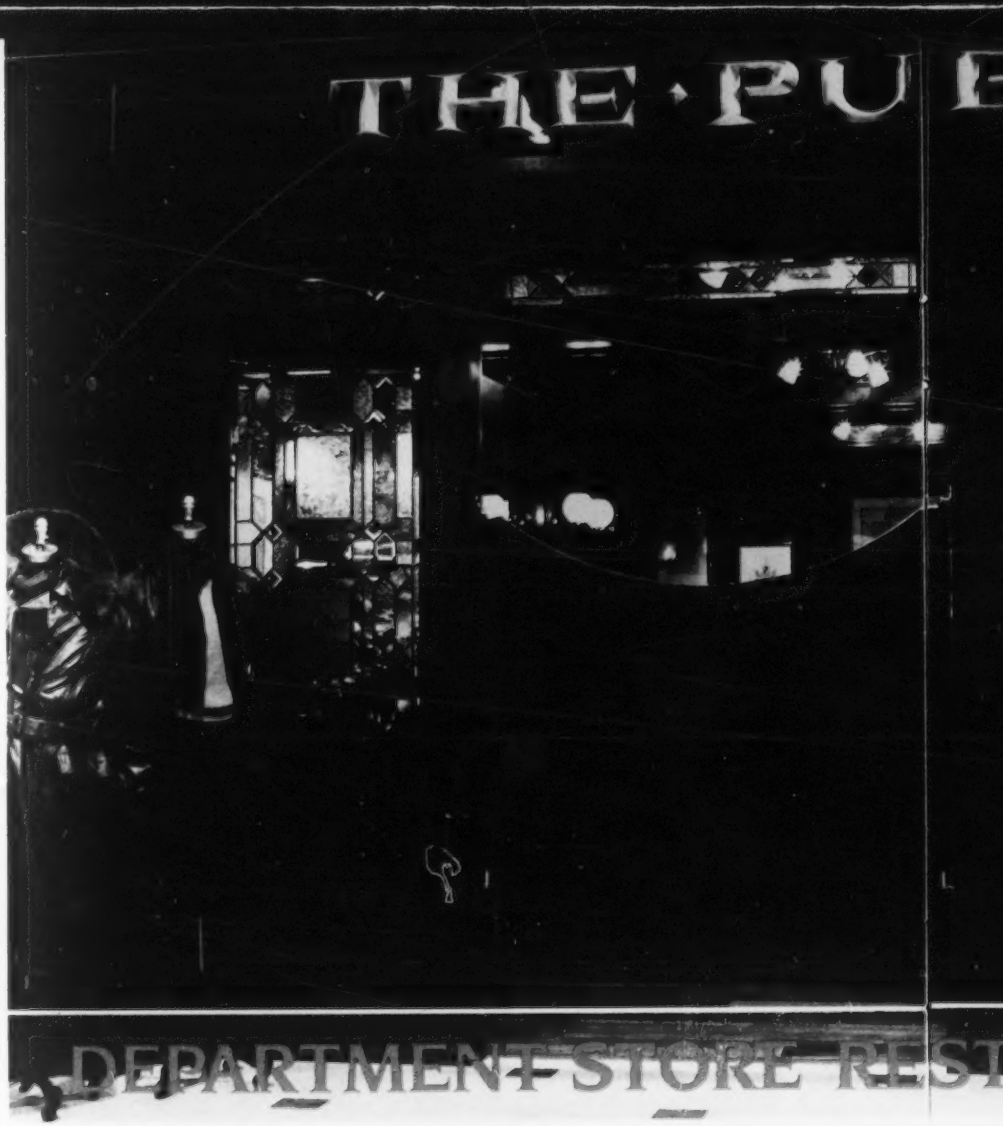
In this soup, spicy watercress and sweet peas are complements, showing off each other's flavor.

Ingredients:
4 Tbs. unsalted butter
1 medium onion, roughly diced (about ¾ cup)
1 lb. fresh peas or 2 10-ounce boxes frozen peas
1 tspn. salt
1 qt. chicken stock or canned low-sodium chicken broth
3 bunches watercress (about 6 ozs.)
1 cup whipping cream
Freshly ground pepper

Method:
Melt butter in a 2-qt. pot over low heat; add the onion. Cook slowly, stirring, for about 7 minutes. Add the peas and salt and cook about 3 minutes. Add the stock, cover and bring to a boil. Reduce the heat and simmer for 15 minutes.

Strain and reserve liquid. Transfer peas to a blender or food processor. Add the watercress, reserving 12 to 16 of the nicest leaves for garnish. Puree until very smooth. Return the puree to the pot and add the liquid. The soup should be thick but not like porridge. Add the cream, then the pepper to taste, and bring to a boil over medium heat.

Serve the soup in individual bowls or in a tureen and garnish with the reserved watercress leaves.



Until about 1950, large department stores catering to the "carriage trade" typically used a chunk of their space for tearooms. In the 1960s, the popularity of such rooms declined, and many started losing money. As real estate became more valuable in the 1970s, merchants began devoting the space to clothing and other items that were more profitable. Today, department-store restaurants have been revived as an incentive for customers to linger in the stores.

by Martha Groves

When caterer David Zafferelli joined the throngs at San Francisco's new downtown Nordstrom's department store, he dropped $150 on two flannel shirts and another $150 for bubbly and Beluga caviar at the store's Champagne Exchange bar.

"We just thought that was as much fun as shopping," he said. "I'll always go for any excuse to drink champagne and eat caviar."

Chic eateries replace tearooms

Increasingly, shoppers who stop to nosh at department stores are finding chic, newfangled eateries in place of the proper tearooms and restaurants of their childhoods. Whereas patrons in the early part of the century sipped tea and nibbled cucumber sandwiches, customers of upscale department stores today are more likely to have espresso and cookies or Cornish game hen and Chardonnay or mesquite-grilled chicken and pasta salad.

The shifts in department store food service reflect a fundamental change in the philosophy of shoppers, observers say. In the old days, people would make shopping an all-day event, with a leisurely lunch or tea break built in.

Today, with time-starved but hard-working baby boomers hankering for service and quality, the right restaurant can serve not only as a lure but also as an incentive to linger in the store.

Of course, old-fashioned tearooms still exist, and some, such as those at Bullock's Wilshire and Bullock's Pasadena in California, are thriving, particularly at holiday time. But many stores in recent years have turned these genteel anachronisms into stylish cafes or bistros where customers come year-round just to dine.

At the flagship Bloomingdale's in Manhattan, for instance, the premier dining spot among half-a-dozen eateries is Le Train Bleu, a re-creation of a luxury Orient Express–type dining car. The Dayton Hudson department stores in the Midwest are expanding a Marketplace Foods concept that offers carryout pasta, stir-fried dishes, freshly baked breads and frozen yogurt to busy downtown workers. At the new Nordstrom's in San Francisco, the marble-topped champagne bar has become a draw for upscale customers, as has an authentic English pub modeled on one at Harrods in London.

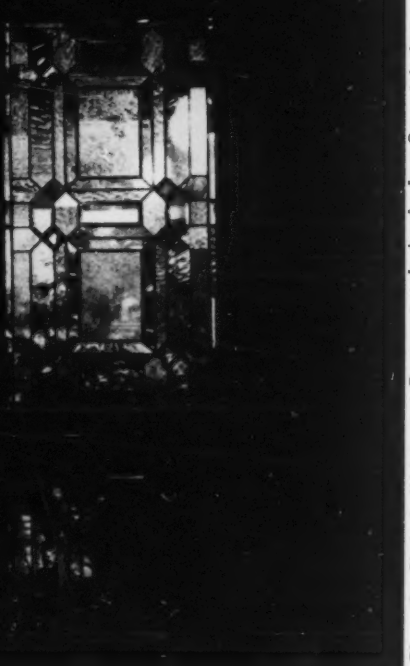
Unlike their tearoom predecessors, which usually were situated in a store's highest reaches, these food outlets are often stashed next to fashion departments.

Philosophies differ widely

Foodservice has gone in and out of favor with retailers over the last few decades, and even today, retailers' philosophies differ widely.

"It is a very mixed bag," says Charles Leven, senior vice president, director of operations, at Saks Fifth

Martha Groves is a staff writer for the Los Angeles Times.



Entrance to The Pub in Nordstrom's new San Francisco Centre store is through the men's department. Beveled stained glass windows and fine leather on the swinging doors add authenticity to the British setting.

Photo by Chris A. Webber; Restaurant design by Igor Sazevich & Associates

AURANTS

Avenue in New York. "Some companies are cutting back, a few are expanding." Saks intends to open its first restaurant at the flagship Manhattan store this year, Leven said, after customers clamored for foodservice.

Nordstrom's plunged into the food business 10 years ago after having leased space for years to a small chain of restaurants. It now has 70 food outlets in 58 stores, most under the names Espresso Bar and Cafe Express, featuring fresh soups and salads.

Faced with having to attract shoppers to a seedy location three blocks from Union Square in San Francisco, Nordstrom's decided to go in for some culinary theatrics in its newest store. "We wanted to create little pockets of fun," says Jim Dickinson, general manager of the Seattle-based chain's restaurant division. "We also wanted to create a reason for people to stay in our stores rather than get out to our competitors'."

The Pub, strategically placed next to the men's department, is modeled on the Green Man at Harrods in London, an innovative retailer that houses about 20 food outlets and a massive food hall where Londoners and tourists alike buy pricey groceries. The Nordstrom's room features stools covered with forest-green leather, a plank floor made of Kentucky barn wood, a healthy selection of imported and domestic beers and television monitors.

If the Pub idea proves successful, Dickinson said, Nordstrom's plans to expand it into other new stores nationwide. The chain also is considering a "bread-basket concept" that would sell freshly baked goods and small open-faced sandwiches, already dubbed Nordwiches.

The store's Champagne Exchange was designed to offer a high return. It takes up less space by far than a traditional tearoom would, yet it affords a high markup on its caviar and 103 champagne varieties. The concept "enables the customer to spend a lot of money," Dickinson says. "We do find, particularly in San Francisco, it doesn't bother people to be drinking a $9 glass of champagne."

Bloomingdale's flagship store in New York goes in for selling sizzle along with its steaks. "The restaurants at Bloomingdale's have evolved into unique concepts in tune with the eating public," says Will Hellemeyer, director of foodservice. "We are what people expect of restaurants in the 80s . . . and not what they expect to find in a department-store restaurant."

After renovating the housewares department several years ago, the store was left with a long, narrow space on an intermediate level between two floors. A store designer came up with the idea of copying a luxury dining car, complete with green-velvet chairs, white-linen tablecloths and brass chandeliers.

Le Train Bleu, which opened in 1978, is a "continental restaurant that competes with restaurants on the East Side of Manhattan and is rated in dining guides," Hellemeyer says. With seating for 64, the restaurant features such specialties as calf's liver with cassis and shallots, grilled Cornish game hen stuffed with foie gras and wild rice, and grilled swordfish with sun-dried tomato butter. Average tab: $20.

Bloomie's also offers Forty Carrots, a "healthy food" restaurant, Showtime Cafe, an upscale cafeteria, and Espresso Bar, a European-style cafe that offers pastas, salads, desserts and wines.

Food is fashion

The decision whether to offer foodservice is usually based on a store's location and bottom line. Store officials would not talk about their restaurants' financial results, but they acknowledged that foodservice is an expensive proposition.

The food business "in general has lower margins than most other merchandise in a department store," explains Ken Stevens, a consultant with the Los Angeles office of McKinsey & Co. It comes down to a tradeoff, with the retailer determining whether the intangible benefits of offering the service outweigh reduced profitability.

Meanwhile, foodservice, once the province of large department stores, has also spread to smaller specialty apparel boutiques such as Koala Blue, with its Australian-style milk bars; Fred Segal, which has restaurants at its Los Angeles area stores; Merry Go Round, a chain selling young men's and women's apparel that is testing a 50s-style diner and soda fountain in a store in Denver; and Barneys New York, an exclusive men's and women's clothier in Manhattan that has Le Cafe, a buffet and bistro bar with about 90 seats.

To Dickinson of Nordstrom's, the merging of menus and merchandise makes sense. "We consider ourselves a fashion retail store, and we believe food is fashion," he says. "There is tremendous opportunity for good dining." ❑

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A *Retrospective*

Tearooms

by Jan Whitaker

Many women who grew up around the middle of this century remember being taken to department-store tearooms by their mothers. Immersed in a roomful of women, they were subtly, or not so subtly, instructed in the intricacies of ladylike behavior. Temporarily part of the adult world of women, dressed in hats and white gloves, they learned to enjoy "feminine" delicacies such as shrimp salad on cheese bread with homemade potato chips.

These department-store restaurants were some of the last surviving examples of the tearoom, a kind of restaurant that orginated around the turn of the century and enjoyed its peak of popularity in the 1920s. Today, the name "tearoom" (or "teashop" or "teahouse," as they were also called) sounds quaint, as does the idea of a restaurant that appeals only to women. But, quaint or not, the tearoom had a surprisingly significant effect on the early restaurant industry emerging around World War I.

For women only

Although tearooms eventually became lodged in department stores, the original tearooms were independent establishments. In city downtowns they catered to shoppers and women of the so-called leisure class; in the country, they served motorists on rural byways. Most of these tearooms were owned, operated, staffed and patronized by women.

One thing that made tearooms appealing to women customers was that they were some of the few eating places in which women were truly welcome. Although there were a number of restaurants that catered equally to men and women, many were strictly male preserves, since they were as much saloons as restaurants.

In contrast, the tearoom promised the coziness and friendly warmth of home. The owner or a hostess greeted patrons, who were invited to linger over an order that perhaps consisted of nothing more than a pot of tea and a plate of cinnamon toast. Waitresses took time with patrons. Special dietary requests were honored, even if that meant preparing a dish not offered on the daily menu.

The tearoom was like the middle-class home in other respects as well. It was quiet and restful, unlike the commonplace white-tile lunchrooms with their hustle and bustle. In the average lunchroom, patrons wrestled each other for a seat, and many didn't even bother to remove their coats before hurriedly wolfing down their food. "In and out" was the lunchroom rule. In the tearoom, however, the pace was serene, and patrons had plenty of elbow room.

"Dainty" offerings

Restaurants with mostly male customers tended to have meat-heavy menus, a lot of greasy items and not many vegetables or salads. Tearoom food in contrast was simple and light, much like what many middle-class women were used to preparing for themselves at home.

Artistic appearance was also considered very important, and "dainty" was the word most often used to describe the offerings. Sandwiches had crusts trimmed off, and they were often cut in strips, oblongs or triangles. If cucumber sandwiches were ordered, for example, they would be delivered on bread cut in rounds just the size of the cucumber slices. A fresh flower might garnish the plate.

White food was very popular. In fact, white sauce was to the tearoom what ketchup is to the hamburger stand. Tearoom menus demonstrated that just about anything could be served on toast points with a white sauce. Creamed chicken on waffles was a tearoom standard. Patties of all kinds—shrimp, lobster, chicken—were also good sellers, as were salads.

Tearoom food, from baked items to mayonnaise and ketchup, was all prepared on the premises, usually by women cooks. Most tearooms made a specialty of one or two dishes, on which they tried to build their reputations. Many sold baked goods, preserves, and other items for take-away.

Dianna Diatz

A business for women

The tearoom suited women proprietors as much as it suited patrons. It was a promising type of small business for women because it gave them an outlet for their "womanly" arts and crafts, yet seemed to require little start-up capital. For women who ran rural roadside tearooms out of their own homes, it was—in the words of one—a way "to make the old home pay." Other proprietors claimed that the running of a small restaurant was

Jan Whitaker is writing a book on the history of tearooms.

PULL OUT AND SAVE

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1989 association foodservice industry forecast (Dec., p. 21)

just like running the home dining room, but on a bigger scale. So notable was the presence of women restaurateurs in the 1920s that some industry analysts predicted women would soon dominate the business.

Women enjoyed decorating their tearooms. Every theme imaginable was used at one time or another. In New York's Greenwich Village before the First World War, the bohemian look was in. Floors were bare wood, walls showed the brickwork underneath, and peasant handicraft was strewn around casually. These shops were some of the first places where women smoked in public.

Other shops struck a more exotic note. A Cincinnati proprietor imported rare singing birds for her shop, The Little Bird Cage. The renowned New York City Tally-Ho was located in an undisguised horse stable, and each stall held a table. In many other shops the fireplace was the focal point. Usually these establishments were of the early American or "country" persuasion and displayed painted furniture, rag rugs, and plate rails with old plates and teapots.

Striking or unusual decorations were considered essential to the prosperity of city tearooms. Because these restaurants were often located on side streets or above ground level where rents were lower, they needed to attract the attention of new customers and to make an indelible impression on first-timers.

Tearoom names were another creative outlet. In fact, before the tearoom came upon the scene, most restaurants had no names but were called by their owner's name—Delmonico's, for example. Tearooms introduced names characteristic of the colonial era, such as Fife and Drum, The Spinning Wheel, and At the Sign of the Green Teapot; or animal names such as Ye Ragged Robin, The (you-name-the-color) Parrot, and The Sea Horse; and such whimsical names as The Dew Drop Inn, Bi-A-Cake, or The T Shop.

Tearooms take off

By the late 1920s, male restaurant operators professed readiness to learn from the women. Women operators had demonstrated that even picky, middle-class women could be made into faithful restaurant patrons. Tearooms helped eliminate the second-class stigma associated with dining out. By the late 1920s, women made up 60 percent of all restaurant patrons. The world of commerce was starting to realize that women made consumer decisions for the family, and the opening of tearooms verged on being a craze.

Tearoom success was based on a number of factors. Charm was highly marketable, it was true, but it didn't come cheaply. Small portions and menus loaded with relatively high-profit items aided tearoom proprietors in making a success of it. Most tearooms also had profitable sidelines, such as packaged desserts, relishes and other gift items. Often a teashop in a small town would act as a women's exchange, accepting handicrafts or antiques from local women on consignment. Others, in cities, rented rooms for receptions; many filled their rooms for afternoon tea by hosting bridge parties. And some roadside tearooms doubled as inns; they rented a few rooms to travelers.

High attrition rate

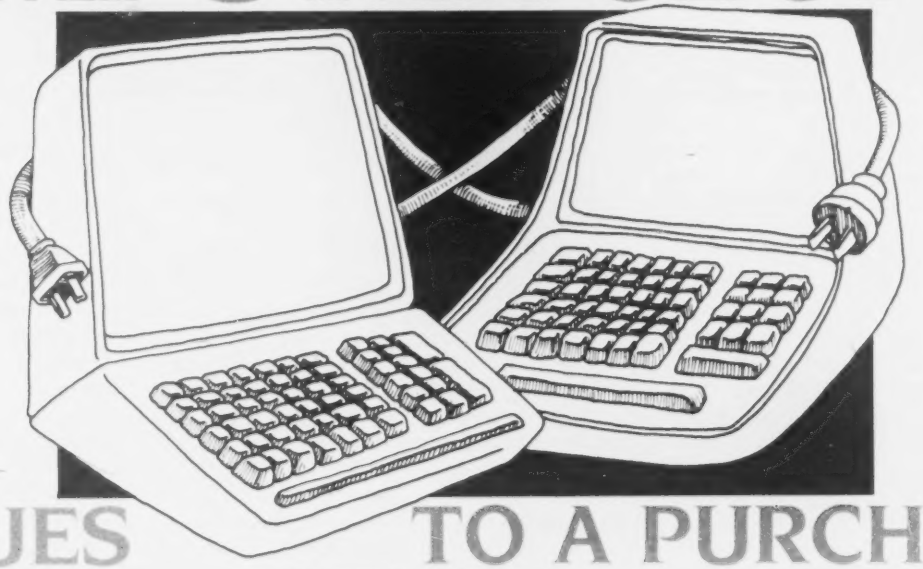
Despite the profit potential, tearooms suffered an unusually high death rate. The problem was that many operators were underexperienced and undercapitalized. Many women began their businesses without ever having worked in a restaurant and with only enough money for one month's rent and one payment on equipment. They erroneously believed they'd make enough by the second month to cover their bills and make a salary. As late as 1932, one correspondence course advised that as little as $1,000 might be enough to start a tearoom (two months' rent and two months' labor costs). Even in the Depression, these were low estimates.

As more and more women sought to get a sip of the tearoom market, bankers showed increased unwillingness to loan money to those planning to open tearooms. The trend moved away from the tearoom.

Tea for a few

Eventually the strictly feminine tearoom survived only in areas where there was a concentration of women patrons—mainly in urban shopping districts. Many innovations introduced by women tearoom proprietors, however, filtered into the mainstream of restaurant practice. Women have been credited with bettering the restaurant industry in four crucial areas: sanitation, decoration, cooking and atmosphere. ❑

COMPUTER CLONES



CLUES TO A PURCHASE

by William C. Schwartz

Two computers sit side by side on a display table at a computer store. They both look like typical desktop computers. The circuit boards in both machines are interchangeable. They have the same amount of memory, the same hard-disk capacity and the same processor chip. They operate at the same speed and can run all the same software.

But a look at the price tag shows an amazing difference. One is half the price of the other. "What gives?" asks the baffled customer. "You said they are essentially identical, inside and out, yet one is half as expensive as the other." Somewhat amused, the salesman says, "The one on the left is a clone."

According to Larry Shea, a sales manager for Computerland (the store, not the mythical place) in Phoenix, Arizona: "There are three categories of personal computers—IBM, compatibles and clones. IBM gets its own category, since it effectively sets the standards by which all the others are measured. Compatibles are computers that have recognizable brand names and are able to run software designed for the IBM systems. Examples of compatibles would be Compaq, Leading Edge, Commodore and Tandy. Clones are compatibles with obscure brand names like MIT or with no names at all. Many of the clones are made in Taiwan, Korea or the United States, and they are priced lower than the brand-name computers."

Clones got their name because initially they were identical, from an electronics standpoint, to the IBM PC line of computers. So identical, in fact, that the clone makers found themselves facing lawsuits based on patent and copyright infringement.

The clone manufacturers ran into legal problems primarily because one of the chips necessary to achieve compatibility contained software that managed the computer's input and output functions. The software on this chip, called the BIOS chip (BIOS stands for Basic Input and Output System) is protected by law, and was decoded and illegally copied by some clone manufacturers.

In order to avoid breaking the law, clone manufacturers were forced to develop BIOS chips that were different from the protected chips. Two companies (Award and Phoenix) became quite successful by developing compatible yet legal BIOS chips. Award and Phoenix BIOS chips can be found in many of the clone and compatible computers now on the market.

With the legal issues resolved, clone and compatible sales began to take off. The combination of lower prices and high software compatibility helped them acquire the lion's share of the personal-computer market. Many experts believe that the success of the clones and compatibles forced IBM to develop a new, more proprietary line of computers that could not be as easily copied. Hence the introduction of the IBM Personal System/2 (PS/2) line of personal computers. IBM saw the PS/2 line as a way to regain and hold substantial market share in what had become a highly competitive environment.

William Schwartz is the president of Systems Concepts, Inc., a national consulting firm in Scottsdale, Arizona, specializing in food cost management and providing consultation on software products. Schwartz teaches the food cost management seminar for the association's educational foundation.

So far, IBM's plan to freeze out the clones and compatibles has not succeeded. Due in part to the huge installed base of PC-type systems, and the typically higher prices charged for IBM equipment, sales of clones and compatibles have remained strong, while IBM's PS/2 sales have fallen far short of projections. Only time will tell whether IBM's strategy will pay off.

The purchase decision

To the first-time computer buyer, clones are just one more confusing bit of information to add to the already staggering pile of technical terms and selling points encountered on the journey into computer land (the mythical place, not the store). To the owner of a personal computer, clones may not be quite as confusing; but the purchase decision can still be difficult. Should it be a clone, a compatible or an IBM? Invariably, the decision rests on the five key factors of compatibility, performance, price, support and warranty.

Compatibility

Compatibility takes two forms in the personal computer world.

Hardware compatibility is the availability of circuit boards that will fit and work properly in the computer. Virtually all clones and compatibles have extra "slots" to plug into standard industry boards. Various types of boards produced by hundreds of manufacturers conform to industry standards and can be used in these computers.

One major exception is IBM's PS/2 line. These computers use boards that do not conform to industry standards, in hopes of creating new ones. Called MCA boards (MCA stands for micro channel architecture), they are quite a bit smaller than the PC-type boards on the market.

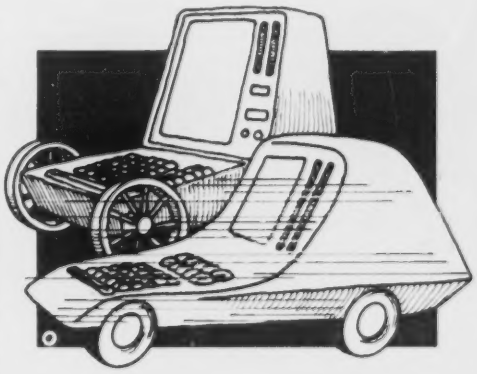
As a result, some of the IBM boards are no longer compatible with the clones. But this may change. Initially, MCA boards could be purchased only from IBM. Recently, however, other board manufacturers have entered the market with their own MCA-compatible boards. In fact, IBM gave Tandy Corporation (Radio Shack) the rights to produce a computer system based on the MCA approach. Tandy now markets a computer system (model 5000) that uses the same type of board as the newer IBMs. Experts predict that because IBM is having trouble establishing the MCA standard, IBM will continue to license others to produce MCA-type computers.

Software compatibility is the availability of software designed for IBM PC equipment to run on a clone or compatible. Since most software packages are designed to work with standard operating systems (MS-DOS or PC-DOS) and since most clones and compatibles run these operating systems, software compatibility is not a significant issue. In fact, 99 percent of the available software for IBM PCs will run on the clones. However, there are occasions when certain software, especially "utility" software can be dependent on the machine itself. The only ways to be sure that the software packages you want will be compatible are to test them on your computer, find references or buy an IBM product.

Since quite a bit of time will be spent with the computer, be sure to buy one that has a keyboard that feels good to you, a monitor that is crisp and easy to look at for extended periods, a processor that is fast enough to keep you from sitting around waiting for the computer to finish a task, and a disk drive that has enough room to allow you to add other types of software as your needs change.

Performance

Because clones and compatibles had to compete with the most-recognized brand name in the world (IBM), they needed more than just lower prices to sell effectively. As a result, many of the clones and compatibles boast better performance than the comparable IBM model. Performance differences can be found in processor, memory and disk-drive speeds, with clones generally matching or outperforming their IBM counterparts.



Price

This is the category where clones shine the brightest. Compatibles are somewhat more pricey than clones, and IBM equipment is generally the most expensive. By way of example, consider the following three computer systems. All have the same processor, 640K RAM memory, monochrome monitors and 20-megabyte hard disks. At Shea's store, the IBM PS/2 Model 25 can be bought for $1,795, while the EPSON Equity I (a compatible) sells for $1,295. The MIT clone system can be purchased via mail order for $995.

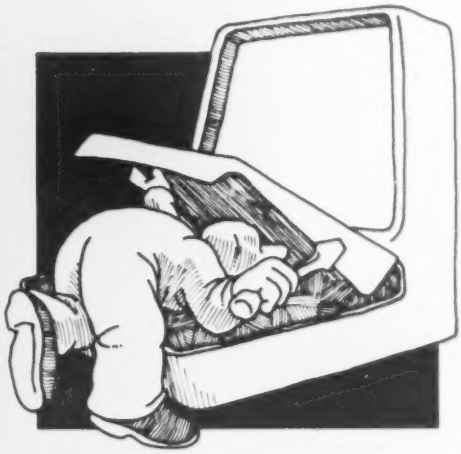
Not all compatibles are less expensive than IBM. Some high-end systems boast cutting-edge technologies, superfast processors and other features that cause their prices to be as

high as or higher than IBM s comparable models.

Support

Support is perhaps the single largest drawback to a clone purchase. The low prices charged for clones provide dealers with lower profit margins, making them less likely to extend elaborate support services. It may be worth paying more for the convenience of having a local company provide on-site repairs or depot service.

Studies indicate that most clones are bought through the mail from



mail-order organizations. One such organization, called Telemart, places full-page ads in computer trade publications. According to Al O'Dell, the wholesale division manager for Telemart, "We sell nearly 4,000 clone systems annually. The questions we hear most often deal with reliability and support. In Telemart's case, our distributors provide service nationwide for our customers, locally in many cases."

Not all mail-order houses can make this claim. In fact, Computerland's Shea cautions that "Mail-order houses often have people on the other end of the phone whose job it is to simply take orders. They may or may not know anything about computers or the customer's needs."

Because the level of support required often depends on the customer's level of knowledge, it makes sense for computer purchasers to become educated before they buy a clone. "They should go to their local computer store and ask lots of questions. Then, when they feel comfortable with their level of knowledge, they can come to us and save money," says O'Dell.

You might start by purchasing a computer industry magazine like *Byte*, *PC Week*, *Personal Computing* or any of the many publications focusing on the PC market. In addition to informative articles, you'll find advertisements from many of the larger mail-order houses. Computer manufacturers also advertise heavily in these publications, and provide helpful—if somewhat biased—information about their equipment. Frequently, you can find articles that compare price, performance and other key concerns for a variety of different computers.

After reading up on the subject, it wouldn't hurt to visit a local computer store and ask for advice and further information. Be sure that you have selected the software you want to use before deciding on the computer. Let the salesperson know what software you plan to use. Many computer salespeople are familiar with the more popular software packages on the market, and can steer you in the right direction.

Warranty

The warranty factor is somewhat of a drawback for most clones. While name-brand manufacturers (IBM and most compatibles) typically provide one-year warranties, clone makers usually provide warranty periods of only 90 days. Additionally, the computer must usually be sent back to the manufacturer for warranty repairs. The shipping alone can be a costly factor—not to mention the time without the computer. Of course, there are clones that have great warranties—in some cases up to two years with on-site service available—but they can be harder to find.

Although the warranty question may sound alarming, because of the close compatibility of clones and compatibles with name-brand systems, on the inside these systems all look alike. Therefore, it is easy to locate parts and service for clones in most metropolitan areas, since the parts are highly interchangeable and the knowledge required to service these systems is the same as that required to service any other like computer. Some local repair organizations even offer maintenance contracts for clones.

These services do not come free of charge, however; but the lower purchase price of the clone may offset the cost of service. It is also important to recognize that personal computers are not easily broken. With the possible exception of power problems or mistreatment, most computers operate for many years without any need for service.

Coming to the right decision

People who buy clones or compatibles typically do so to save money. It goes without saying that purchasing a clone will be initially less expensive than purchasing a name-brand system. But one must remember to balance all the factors. Focusing strictly on price can be a costly mistake, especially for first-time buyers.

Finally, since quite a bit of time will be spent with the computer, be sure to buy one that has a keyboard that feels good to you, a monitor that is crisp and easy to look at for extended periods, a processor that is fast enough to keep you from sitting around waiting for the computer to finish a task, and a disk drive that has enough room to allow you to add other types of software as your needs change. ❑

Pay Phones

"I have customers who come into my place every day," says Gus Panyoutou, owner of Pat's Diner in Trenton, New Jersey. "They expect good food, good service and a warm goodbye when they leave. They also expect pay phones to work when they want to use them."

Some of the most powerful people in Pennsylvania eat at the Red Lion Diner in Philadelphia. Who are they? Customers. To a restaurant owner, no one is more important. "It's more than my scrambled eggs and jumbo shrimp that brings people back," explains co-owner Andy Hagis. "It's good, fast service, too—including a public phone that works when they need it."

by Harriet S. Meyers

Harriet Meyers is a freelance writer and public relations consultant in Columbia, Maryland.

About nine out of 10 business owners say the primary reason they have public telephones is to satisfy customer needs. And whoever the pay-phone provider may be, the customers usually have the same list of wants—convenience, dependability and a full range of services.

A growing market

In 1984, the Federal Communications Commission (FCC) opened up the pay-phone industry to competition. Today there are several hundred firms competing for the 2.1 million public telephones now in use, and revenues from public telephones are increasing by about 9 percent each year, according to Bell Communications Research, owned jointly by the regional Bell operating companies. That's a multibillion-dollar industry, which until deregulation was dominated by the local Bell companies.

Today there are many competitors, and restaurant owners have to choose what kind of pay phone to have on their premises. That's no simple decision. During the last four years, the private-pay-phone industry has grown by leaps and bounds. According to *Telephone Engineer and Management* magazine, there are about 80 pay

Still more choice

Judge Harold Greene of the Federal District Court, who is reponsible for administering the breakup of the old Bell System, recently issued an order that will affect all Bell pay telephones in the United States.

He ordered the regional Bell operating companies to offer public telephone-premises owners the opportunity to select the company that will carry long-distance calls paid for by methods other than cash. Comprising the vast majority of long-distance business from pay phones, these would include collect, third-party and credit-card calls. Ballots were mailed in January 1989.

The ballot indicates by what date you must respond if you wish to register a choice. If you do not make a selection, you will be allocated to a carrier selected at random.

phone manufacturers and 70 manufacturers of related parts and enclosures. Other companies offer services such as coin collection and repair. And all these companies tend to go after the high-profit, high-local-call volume pay phones found in locations such as restaurants.

Local telephone companies are required to provide pay-telephone vendors with access to the interstate network. Private-pay-phone vendors must also meet certain requirements, such as providing access to 411 directory assistance and 911 emergency service. But after these basic services, there are variations in such areas as installation, maintenance, reliability, performance and appearance of the phones, as well as responsiveness to customer concerns.

Some companies, such as Bell Atlantic Public Communications, offer all aspects of services. "We install phones. We fix them. We collect the coins. We offer first-rate operator services. We handle billing to the long-distance carriers. And every month we send our agents a commission check," says director Joe O'Hara. Not all companies provide comprehensive service, however; and not all costs are the same. Often the hardest decision is to weigh commissions against service.

"I decided to try one pay-phone vendor because he promised high commissions and good service," recalls Panyoutou. "Well, the telephones didn't work, my customers complained that they were hard to use and my commissions were not what I expected. And of course you don't make any commissions if your phones aren't working. So I switched back to Bell Atlantic."

Questions to consider

Some of these types of headaches can be avoided, if the right questions are asked from the start. Here are some to consider:

□ How long has the pay-phone company been in business?

□ What is its track record? Ask for references.

□ Who is the equipment manufacturer and what is its track record?

□ What will happen to your service if the equipment vendor goes out of business?

□ What types of calls are permitted?

□ What types of billing arrangements are permitted?

□ What are the differences between services you have now and those offered by the vendor you are considering?

□ Who will be reponsible for obtaining equipment enclosures and providing electrical power?

□ In case of malfunction, who will repair the telephone and what is the procedure for repair?

□ Who will pay for repair visits?

□ If the phone cannot be repaired, who is responsible for replacement?

□ What effect will equipment failure have on commissions?

□ What is the projected commission schedule based on, and is a commission earned on all types of calling?

□ What is the method used to estimate commission payments in the proposal for service?

□ Is the commission earned on total revenue generated by the phones or on net revenues after certain expenses have been deducted?

□ What type of service arrangements are offered?

In sum

Only after you have considered the various aspects of service and commissions—and have checked on references—should you choose a pay-phone vendor. You have too much on the line to make a mistake—your customers' satisfaction. ❑

Five questions to ask before signing a contract

1. Do you understand all the terms of the contract? Some contracts are irrevocable; others may allow the vendor to cancel your service at any time.

2. Do you understand the fine print about commission rates and hidden charges? Some commissions are not paid on all billable calls.

3. What types of calls will be charged to your customers? Your customers may be charged for some calls that are not completed.

4. What are your future plans? If you remodel and must relocate the phones, you may be charged for the relocation.

5. How long has the public-telephone company been in business? Running a well-performing pay-phone business is complicated and requires experience.

Types of public telephones

There are three categories of pay phones available today.

1. Phones provided by local Bell telephone companies. These phones provide access to all types of calling (local and long distance). Payment options include collect, calling-card and third-party-number billing.

2. Phones provided by private-pay-phone vendors. These vendors rent access lines from the local Bell company in order to provide service. Both local and long-distance calling are possible, but access to all long-distance carriers may not always be possible.

3. Phones provided by long-distance carriers. These phones are usually restricted to long-distance calling and only on the network of the company providing the phone. They accept only credit cards, not cash.

#96

Code words

In personal evaluations, ratings, letters of recommendation and other documents in which one person is asked to describe the characteristics, qualities and traits of another, there is often a tendency to use euphemisms that wind up providing an unreal portrait of the person being evaluated. When you've read enough such descriptions, you can begin to decipher the true meaning of what is being said. Here are some descriptive words that appear frequently, with the meaning I ascribe to them (in parentheses). The male pronoun is used merely for ease of expression.

1. He's quiet; (he's morose)
2. He's self-assured; (he has a constipated ego)
3. He's respectful; (he thinks he knows how to impress people)
4. He's loquacious; (he never shuts up)
5. He's a risk-taker; (he acts before he thinks)
6. He's generous; (he'll pay the little tabs but lets others pick up the big tabs)
7. He's laid-back; (they don't come any lazier)
8. He's kind; (he's a soft touch)
9. He's adaptable; (he doesn't have any backbone)
10. He's patient; (he's a schemer)
11. He's eager; (he wades in where angels fear to tread)
12. He's organized; (he's overly structured)
13. He's diplomatic; (he's two-faced)
14. He's neighborly; (he never returns what he borrows)
15. He's charming; (hold onto your wallet)
16. He's attractive; (he's stuck on himself)
17. He's concerned about others; (for his own benefit)
18. He's cheerful; (he's unrealistic)
19. He's expressive; (he gestures wildly)
20. He possesses self-control; (he's uptight)
21. He's popular; (he knows the latest jokes)
22. He's good-natured; (he's single)
23. He's optimistic; (he doesn't recognize facts)
24. He's deliberate; (he's painfully slow)
25. He's obedient; (he doesn't have a mind of his own)
26. He's humble; (he plays that role to the hilt)
27. He's inspiring; (he makes others perspire)
28. He's cautious; (he's a clone of Casper Milquetoast)
29. He's a good listener; (he's always thinking of what he's going to say next)
30. He's trustworthy; (he's naive)
31. He has character; (he is a character)
32. He's a conformist; (he doesn't do anything)
33. He's tenacious; (he's an overbearing nuisance)
34. He's a good mixer; (he's married)
35. He's independent; (he's not politically astute)
36. He's receptive to new ideas; (he doesn't have any of his own)
37. He's a people-oriented person; (he doesn't know numbers)
38. He's a numbers-oriented person; (he has no personality)
39. He's competitive; (he doesn't play by the rules)
40. He's considerate; (he tries to be all things to all people)
41. He's assertive; (he's abrasively inflexible)
42. He's logical; (he can find a million reasons not to do something)
43. He's resourceful; (secure your valuables)
44. He's even-tempered; (he's a slow study)
45. He commands respect; (he's a martinet)
46. He's involved; (he's nosy)
47. He's reliable; (he goes with the flow)
48. He's a good communicator; (he talks a lot)
49. He's very persuasive; (he really talks a lot)
50. He's very direct; (he tells it like he wants it to be)
51. He's self-disciplined; (he never comes in early or stays late)
52. He is intellectually curious; (he thinks he knows it all)
53. He's goal-oriented; (he can't see the trees for the forest)
54. He follows policies and procedures; (he can't see the forest for the trees)
55. He lends stability to the group; (he's a dragging anchor)
56. He writes well; (and often!)
57. He'll go the extra mile; (he likes to travel)
58. He gets along well with others; (they tolerate him)
59. He looks for added responsibility; (he's never in his office)
60. He is exceptionally active; (he doesn't return phone calls)

Fisher's Law #96: Take written descriptions of others with a grain of pepper.

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Dinner decisions

How do consumers make the decision to eat dinner out? Who influences this decision? Why is a particular restaurant chosen? Answers to these and many other questions are contained in a new National Restaurant Association study: Dinner Decision Making: A Consumer Attitude Survey. *The study, a national mail survey of almost 1,400 individuals conducted in 1988, identifies consumer attitudes and behaviors regarding the decision to purchase freshly prepared food for dinner from a variety of sources.*

Successful restaurateurs are continually trying to learn more about their customers—not only to define who they are, but also why they have chosen to eat at restaurants. Consequently, the National Restaurant Association decided to research how consumers decide to eat dinner out and what motivates them to select a certain type of restaurant.

In fall 1987 the association conducted a series of focus group meetings to gain a preliminary descriptive view of the dinner decisionmaking process. This information was then used to develop a detailed mail questionnaire, which contained a series of attitudinal statements that probed how consumers felt at the time the actual decision to dine out was made. In addition, respondents were asked to indicate which restaurant factors, such as speed of service and fresh ingredients, affected the decision.

Consumers who most often ordered dinner carryout were single individuals and those under the age of 30.

Five major decision scenarios revealed

The survey results revealed dramatic new information. Using a decision segmentation approach developed by

Restaurant implications of the dinner decision-making study

Dinner Decision Making: A Consumer Attitude Study shows that the purchase of prepared food for dinner now accounts for about three in every 10 dinners. Tableservice and fast food restaurants are the primary sources for these dinners, but in the coming years more retail outlets will likely serve the growing demand for freshly prepared food.

Differences between "a fun time" and "a nice meal out"

For tableservice restaurant operators it is especially important to be aware of the differences in consumer needs and behaviors between the scenarios of "a fun time" and "a nice meal out."

When people make the decision for *a fun time*, the dinner is an "event," something that is planned or anticipated. The occasion is out of the ordinary and can be a celebration or a reward or a treat. When people make the decision for *a nice meal out*, on the other hand, they have decided to go out to eat, to go out for a meal. They don't consider it an out-of-the-ordinary "event."

So the anticipated pleasures are somewhat different, and so will be the choice of restaurant.

Restaurant operations wanting to attract "fun time" customers might

- ☐ choose a decor theme or decorative touches that are worth talking about
- ☐ develop attentive service that recognizes that this is a *special time* for the guests
- ☐ offer food with a lot of eye appeal and choices that are easily shared
- ☐ offer some type of tableside preparation or at-the-table cooking
- ☐ include some unusual dishes or unusual ingredients that will give the more experimentally inclined guest an added source of fun and
- ☐ consider live music.

When the customer decides on "a nice meal out," the focus of attention is more directly on the food and how it is served, much less on the total event. As a result, guests will be interested in the "completeness of the meal" and in nutritious food offerings. For some customers, a "complete meal" means "things included with their entree," such as a soup or salad, bread, a beverage and, ideally, dessert.

Since people have very different appetites, some all-you-can-eat choice, like a salad bar, a food bar, a vegetable bar or a dessert bar, is particularly important to people who have come for a nice meal out.

Service is expected to be friendly, efficient and continuous. "Nice meal out" customers hate the feeling of being forgotten and will feel this much sooner than guests who come to a restaurant for a fun time.

From a marketing perspective, there is another important distinction between customers who come for a fun time and those who come for a nice meal out: People will travel farther for a fun time than for a nice meal out.

People who go out for "a nice meal out" tend to go to places that are more familiar to them. They will be relatively more price-conscious, too, because the occasion is not necessarily an out-of-the-ordinary event.

Implications of the "craving" scenario

It is, of course, commonly known that "being in the mood for" or having a taste for a certain kind of food can be a strong reason for deciding to eat out or buy prepared food. The important finding in this study is that a craving can be responded to in so many different ways—by going to a sit-down restaurant, by getting carryout, by getting delivery and even by buying

Decision scenarios for the seven types of dinner occasions

Expensive tableservice restaurants are most popular with consumers seeking "a fun time"

	Dinner was at				Dinner came from		
	Table-service restaurant ($10+)* (681)**	Table-service restaurant (Under $10)* (843)**	Self-service cafeteria/ buffet (342)**	Fast-food restaurant (672)**	Carryout from restaurant (729)**	Delivered (250)**	Supermarket/ deli (320)**
Decision scenario							
A fun time	61%	25%	20%	5%	2%	2%	2%
A nice meal out	23	37	40	24	14	6	19
A craving	3	10	11	10	32	38	35
Making sure everyone is getting something to eat	10	15	11	19	19	31	16
Easiest thing available	3	13	18	42	32	23	28

*per-person check size
**Sample size
Source: National Restaurant Association, *Dinner Decision Making: A Consumer Attitude Survey*, 1989

Creative Research Associates, Inc.,* five distinct consumer decision scenarios were revealed. These decision scenarios provide restaurant operators with new data that will help them gain a better understanding of why patrons come to their establishments and what can be done to provide them with the dining experiences they

*In order to classify the respondents to this survey into the five groups, multivariate analysis was performed. This analysis involved looking at responses to the attitudinal questions as well as restaurant attributes.

prepared food in the grocery store.

Because a craving can be aroused by a visual display, an aroma or by a suggestion (as in advertising), foodservice operators who have "cravable" menu items, such as pizza, ribs, chicken, ethnic foods, spicy foods and delicious desserts, should try to get their "taste" message out as strongly as possible, with signage, billboards, cooking aromas, visual displays and customer sampling, and develop more ways to bring the taste to the customer. Carryout, delivery and/or par-baked products that can be microwaved at home are some options.

The implications of "making sure everyone is getting something to eat"

This dinner-decision scenario clearly shows that an important reason why people purchase foods for dinner is because they are unable to prepare and eat dinner at home. Typically, this situation occurs in homes with fragmented schedules or people on the run between daytime and evening activities.

When people are in this decision mode, they don't think of getting a complete meal but, rather, in terms of getting "something" to eat. For example, they'll say that it isn't worth it to get a complete meal, because they don't have the time to enjoy it. As a result, they opt for dinner at a fast food restaurant or choose carryout or delivery.

Also, convenience and speed of service become crucial factors, because much of this type of dinner eating is done in a short time.

Families with young and school-age children often find themselves in this dinner-decision mode. Study findings suggest that these parents will want to please their children when eating dinner because the shortage of time may already be causing some tension. In other words, the parent may be compromising his or her usual standards (in terms of nutrition and "balance") to make sure the child will at least get something to eat.

To appeal to the needs of this dinner customer, foodservice operators should emphasize

- ☐ familiar fare—because on a night described by this decision scenario, people are typically not in the mood to experiment
- ☐ fast service or, alternatively, self-service, such as a food bar
- ☐ carryout service, including utensils and packaging that allows people to easily eat away from home
- ☐ flexible quantities, larger as well as smaller servings
- ☐ low prices—coupons are used a lot for this type of eating—and
- ☐ promotion programs aimed at children.

Implications of "easiest thing available"

When the decision about what to have for dinner and where to get it boils down to "the easiest thing available," people tend to be tired and pressed for time. Not surprisingly, the "convenience" of the outlet chosen is rated most important. In this situation, people will not go out of their way. They will opt for something speedy, predictable and reliable, and something not too expensive—since the luxury is in the convenience, not the food itself. People often will buy prepared food for dinner in this situation when they are out of food at home and don't have the energy or the time to go grocery shopping.

The key to accommodating this customer is *making things as simple as possible* and making the purchase "hassle-free," such as

- ☐ short—or no—lines
- ☐ quickly moving lines
- ☐ a simple, easy-to-understand menu ("no fine print") and
- ☐ servers who speak clearly and understand the customer easily.

Christiaan de Brauw, senior vice president, Creative Research Associates, Inc., Chicago

seek. Highlights of these five basic dinner decision scenarios follow.

□ **A fun time.** This decision scenario involves consumers who are in upbeat moods and have a sense of anticipation or fun. The decision on where dinner will take place is often made well in advance—earlier than for any other decision scenario. In this scenario, consumers feel they deserve a treat or reward, and the price range of the place chosen is not overly important. Tableservice restaurants with per-person check sizes of $10 or more are particularly favored.

□ **A nice meal out.** Although consumers under this decision scenario do not expect as much fun in their dining experience, they do want the satisfaction and pleasure of eating out. Individuals looking for a nice meal out place high value on all the restaurant basics, such as consistent food quality, good variety and portions, friendly service and value for the money. Unlike the "fun time" scenario, individuals looking for a nice meal out tend to make their decision somewhat more impulsively. This decision scenario is prominent for tableservice restaurants with per-person check sizes under $10 and for self-service cafeterias and buffets.

□ **A craving.** This is an impulsive decision scenario where even smelling or seeing a specific type of food can act as a trigger. Consumers here are more concerned about the freshness of the food and ingredients, and pricing is a consideration. This decision scenario is key in home delivery of restaurant food and is also a factor in carryout and the buying of prepared food at supermarkets and delicatessens.

□ **Making sure everyone is getting something to eat.** Reflecting the hectic pace and complex schedules of family life, this decision scenario involves consumers seeking convenience while dealing with a variety of circumstances, such as the demands of children and a shortage of time. Of particular interest is that this type of decision-making seems to be made to indulge others, such as pleasing a child or spouse. In addition, coupons are important, because consumers realize that convenience can be costly. The "making sure" decision scenario is key for moderately priced tableservice restaurants and plays an important role in fast food, delivery and takeout options.

□ **Easiest thing available.** For individuals tired and pressed for time, restaurant location, convenience and speed of service are important elements in this decision scenario. These consumers want the least hassle and make an impulsive choice, with coupons again playing a role. Carryout dinners and fast food restaurants figure prominently in this decision scenario.

Demographics of the various dinner occasions, 1988*

Dinner at a tableservice restaurant where the per-person check exceeds $10 is most popular with individuals between the ages of 40 and 59

	Dinner was at				Dinner came from			
	Table-service restaurant ($10+)**	Table-service restaurant (Under $10)**	Self-service cafeteria/ buffet	Fast food restaurant	Carry-out from restaurant	Restaurant delivered	Super-market/ deli	Had no dinner at all
Percent of all dinners	**4.8%**	**7.6%**	**2.3%**	**5.9%**	**6.2%**	**1.6%**	**2.8%**	**4.2%**
Sex								
Men	110	100	100	102	99	112	93	90
Women	92	101	104	98	101	94	104	110
Age								
Under 30	86	89	83	129	160	181	114	131
30 to 39	86	89	78	129	118	138	107	112
40 to 49	119	95	91	93	113	125	100	107
50 to 59	127	112	109	68	68	50	93	100
60 and over	94	116	139	80	56	44	82	64
Marital status								
Single	167	99	83	97	152	150	200	164
Married	97	99	96	100	90	94	75	86
Widowed/divorced	96	109	139	102	116	112	146	131
Income								
Under $10,000	60	86	117	100	105	116	116	76
$10,000 to $19,999	60	99	122	98	87	92	86	86
$20,000 to $29,999	71	93	117	107	95	138	75	140
$30,000 to $44,999	123	112	78	107	105	119	100	86
$45,000 or more	156	105	83	90	105	94	89	107

*Average use=100
**per-person check size
Source: National Restaurant Association, *Dinner Decision Making: A Consumer Attitude Survey*, 1989

Other study highlights

An analysis of the information obtained from the association study also points out demographic information for each of the seven dinner experiences involving the purchase of freshly prepared food for dinner.

□ **Tableservice restaurant (with per-person check of $10 or more).** More than half of adults reported having had dinner in this type of establishment within the 30 days prior to the survey. Individuals were most often between the

ages of 40 and 59, had household incomes of more than $30,000 and were single. Men were more likely than women to dine in this type of restaurant. Almost half of the survey respondents reported making the decision a day or more in advance, and the dining occasion occurred relatively frequently on Saturdays. On average, the total time spent at the restaurant was 82 minutes. The decision scenarios that applied most often were "a fun time" and "a nice meal out."

□ **Tableservice restaurant (with per-person check less than $10).** Sixty-five percent of all adults reported they had dinner in this type of restaurant within the month prior to the survey. Consumers were most often 50 years of age or older and had a yearly household income between $30,000 and $45,000. The total average time spent at the restaurant was 59 minutes, with the occasion occuring relatively frequently on Fridays. The decision scenarios that applied most often were the same as for higher-check tableservice restaurants: "a nice meal out" and "a fun time." However, the decision to eat these dinners tended to be made shortly before the dining experience; more than 60 percent of the respondents reported making the decision two hours or less before the event.

□ **Self-service cafeteria or buffet.** Just over one in four adults reported having dinner at a self-service cafeteria or buffet in the 30 days prior to the survey. This occasion occurred relatively frequently on Sundays and tended to be favored by consumers who were 60 years of age or older, widowed or divorced, and retired/not employed. Decisions for these dinners tended to be either spontaneous or well-planned. Four out of 10 made the decision less than one hour before dining, and one out of five planned a day or more in advance.

The decision scenarios that applied most often to tableservice restaurants were "a fun time" and "a nice meal out."

□ **Fast food restaurant (dinner eaten on the premises).** The decisions for these dinner occasions tended to be made very spontaneously—69 percent of adults reported making the decision less than one hour before the meal. This occasion occurred relatively frequently on Tuesdays through Thursdays and among individuals aged 39 or younger. "Easiest thing available" and "making sure everyone is getting something to eat" are the two decision scenarios that applied most often.

□ **Carryout from tableservice or fast food restaurant.** Consumers who most often ordered dinner carryout were single individuals and those under the age of 30. Eight out of 10 respondents ate the food at home, and this occasion occurred evenly throughout the week. As with fast food consumed on the premises, the decision for carryout was made without much planning. Almost eight out of every 10 diners in this situation made the decision two hours or less in advance. The decision scenarios that applied most often were "a craving" and "easiest thing available."

□ **Delivery.** This occasion occurred relatively frequently on Fridays after 6 p.m. Nine out of 10 adults reported receiving the delivered food at home, and eight out of 10 reported using pizza restaurants for delivery. Twenty-two percent of all adults indicated that they had had dinner in this manner the month prior to the survey. As with carryout, the decision to use delivery for dinner was made spontaneously. Two-thirds of the respondents reported making up their minds less than one hour before the occasion. The use of delivery at dinner was most popular with those under the age of 30, singles, households with children and individuals with yearly household incomes between $20,000 and $29,999. The decision scenarios that applied most often were "a craving" and "making sure everyone is getting something to eat."

□ **Carryout from supermarket, convenience store or deli.** Popular with consumers under the age of 30, singles and widowed/divorced individuals, these occasions occurred most frequently on Mondays and Thursdays between the hours of 4 and 5 p.m. More than 25 percent of adults reported dining in this manner in the 30 days prior to the survey. The decision for these types of dinners did not involve much planning; the decision scenarios "a craving" and "easiest thing available" applied most often.

□ **Did not have dinner.** The association dinner-decision study also lends some insight into who skipped dinner. Women were more likely to go without the evening meal than were men, and singles tended to skip more than married individuals. Also, the older the individual, the less likely he or she was to skip dinner. Consumers under the age of 30 were the most likely to go without dinner; those 60 years of age and older were the least likely to miss the evening meal.

—Hudson Riehle

To order the dinner-decision study

Copies of *Dinner Decision Making: A Consumer Attitude Survey* (CS 450) are available to association members for $25 and to nonmembers for $50. All orders must be prepaid.

You may order by sending a check or money order to the National Restaurant Association Publications Department, 1200 17th St., N.W., Washington DC 20036.

Note: Washington DC residents must add 6 percent sales tax to their order. Illinois residents must add 7 percent, and residents of Chicago must add an extra 1 percent, making their total sales tax 8 percent. Please also include a 10 percent shipping and handling fee.

Credit-card orders are also accepted. Call the association's information service and library between 9:00 a.m. and 5:00 p.m. (Eastern Standard Time) at 1-800-424-5156 or (202) 331-5960 in Washington DC.

Poultry update

Poultry consumption in the United States has increased consistently since 1950. With 1989 per-capita consumption projected to exceed 84 pounds, poultry will account for almost 39 percent of all meat (both red and white) eaten in the United States, up from 29 percent in 1980. Poultry has been growing in supply as well as demand, and has a noticeable price advantage over red meats. Total poultry orders at foodservice establishments have been on the rise as well, especially orders of baked/broiled/grilled chicken.

In 1928, a Herbert Hoover campaign flyer promised U.S. citizens "a chicken in every pot." At the rate at which poultry consumption has been growing in the United States, that promise may not be far from reality. From 1950 to 1988, per-capita consumption of poultry on a retail-weight basis more than tripled from 24.7 pounds to 81.8 pounds. The United States Department of Agriculture (USDA) projects consumption of poultry to reach 84.3 pounds per person in 1989.

The 80s—poultry years

In 1987, per-capita consumption of poultry surpassed beef consumption for the first time in the United States, and, for 1989, USDA has projected that chicken consumption alone will be higher than consumption of either beef or pork. Beef consumption for 1989 is projected to fall to 66.6 pounds per person, down 12.8 percent from 76.4 pounds in 1980. Pork consumption is estimated to decline to 62.8 pounds per person in 1989, a 7.6 percent drop since 1980.

The growth in total poultry consumption has been fueled by strong demand for both chicken and turkey. Chicken consumption is forecast to increase to 67.7 pounds per person, a climb of 36.2 percent since 1980. Turkey has seen an even more dramatic increase in popularity. USDA estimates that in 1989 each person will gobble up 16.6 pounds of turkey, up a hefty 58.1 percent from 10.5 pounds in 1980. The National Broiler Council (NBC) estimates that growth in both chicken and turkey consumption will continue well into the 1990s.

Poultry orders at restaurants change

Restaurant orders reflect the change in customer tastes as poultry-based menu items have continued to grow in popularity. According to CREST,* total poultry orders grew by 4.4 percent between 1984 and 1987. Over the first three quarters of 1988, poultry orders climbed 8 percent compared with the first three quarters of 1987.

Restaurant patrons have changed their preferences for how poultry is prepared. Between 1984 and 1987, fried-chicken orders declined 5.4 percent—and by even larger margins in specific restaurant categories. Midscale restaurants showed the largest drop in fried-chicken orders; orders fell 20.1 percent from 1984 to 1987. In the first three quarters of 1988, fried-chicken orders dropped by 5.1 percent overall when compared with the first three quarters of 1987. The

*CREST stands for Consumer Reports on Eating Share Trends, a diary survey conducted by the NPD group.

Wholesale poultry part prices*

Boneless chicken breasts are the most expensive cuts

Part	1985	1986	1987	Sept. 1988
Boneless breast	$1.93	$2.30	$1.99	$2.57
Breast w/ribs	1.01	1.12	0.88	1.20
Wings	0.38	0.46	0.44	0.55
Whole legs	0.47	0.47	0.39	0.51
Whole broilers	0.51	0.57	0.47	0.63

*price per pound in dollars

Source: U.S. Dept. of Agriculture

More chicken on menus

Of the menus analyzed in the National Restaurant Association 1988 Menu Study,* more chicken dishes appeared in all menu categories except soup. Chicken appetizers grew from 4 percent in 1982 to 6 percent in 1988, and chicken entrees grew from 9 to 11 percent, respectively. The greatest gains, however, were seen in entree salad and sandwich categories, where chicken dishes gained 6 percentage points—from 15 percent in 1982 to 21 percent in 1988 for entree salads and from 3 to 9 percent for sandwiches.

Fried-chicken dishes declined in availability as entrees and sandwiches but increased slightly in appetizers. Fried-chicken accounted for 28 percent of chicken entrees on the 1982 menus but only 21 percent on the 1988 menus. Fried-chicken sandwiches plummeted—from 47 percent of chicken sandwiches in 1982 to 9 percent in 1988. Fried-chicken appetizers (fillets and fingers), however, grew slightly—from 42 percent of the chicken entrees in 1982 to 44 percent in 1988.

Chicken dishes did not escape the growing ethnic influence prevalent on the 1988 menus. Chicken sate and blackened chicken fingers were among the appetizers; Mediterranean, Asian and Szechuan chicken appeared in salads; entrees included a chicken gumbo and etouffe, as well as more stir-fried chicken and vegetable entrees.

**One hundred lunch and dinner menus were randomly selected from those submitted to the National Restaurant Association's Great Menu Contest for analysis. Fifty were chosen from the 1982 entrants and 50 from 1988.*

Percent change in total number of restaurant chicken orders

Chicken entrees continue to grow in popularity

	1985-1986	1986-1987	1987-1988*
All entrees**	4	1	8
Fried entrees	-3	2	-7
Sandwiches	3	32	19

*comparison of first 3 quarters of 1987 and 1988
**includes baked/broiled/grilled, barbecued, boneless and fried chicken entrees, plus other poultry entrees such as turkey

Source: NPD/CREST Annual Household Surveys

largest decline was again at midscale establishments, where fried-chicken orders were down 10.0 percent.

Orders of fried boneless bits of chicken breast, however, appear to have regained popularity. In comparison with the first three quarters of 1987, orders of boneless bits, which encompass fried nuggets and strips, posted a 56 percent gain in the first three quarters of 1988.

Although most fried-chicken orders have waned in popularity across all industry segments, baked/broiled/grilled chicken orders have increased in all restaurant categories, as have chicken sandwich orders.

Production up, too

According to the NBC, the demand for poultry has been growing at an annual rate of between 4 and 5 percent. Poultry producers have answered that demand by increasing production. In 1987, total poultry production increased 10 percent to 19.7 billion pounds. Of that total, broiler production advanced 9 percent to 15.5 billion pounds, and turkey production leapt a hearty 19 percent to 3.7 billion pounds. In 1988, total poultry production advanced 4 percent to 20.6 billion pounds, and in 1989, NBC projects another 4 percent gain.

In contrast, USDA estimates beef production declined 3 percent in 1987, remained stable in 1988 and will fall between 6 and 8 percent in 1989 to 21.7 billion pounds. The picture for pork is somewhat brighter; pork production increased 2 percent to 14.3 billion pounds in 1987, jumped 9 percent to 15.6 billion pounds in 1988 and is anticipated to grow 2 to 3 percent in 1989.

Price advantage

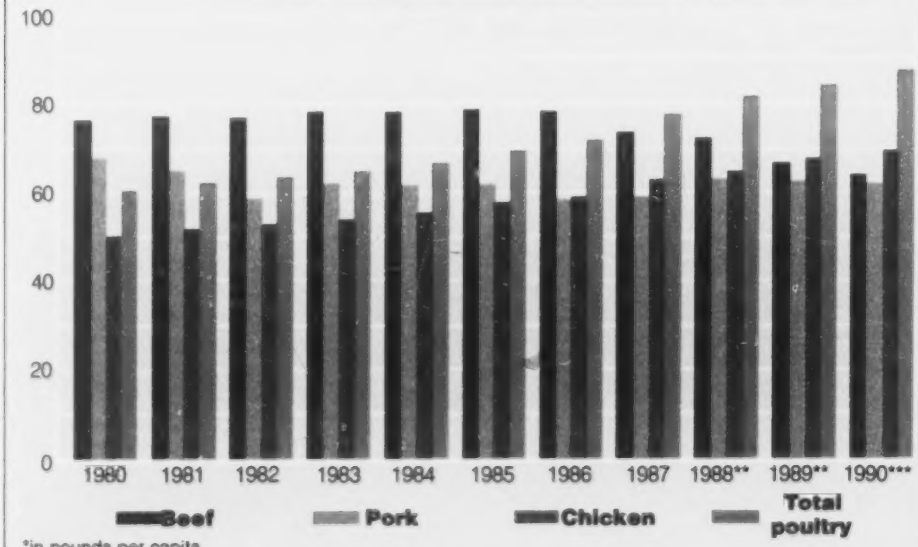
Despite the popular demand, poultry prices are still considerably lower than those for red meat. Wholesale broiler prices were 47.4 cents per pound in 1987, compared with 99.4 cents per pound for beef and $1.06 per pound of pork. NBC estimates that due to the drought wholesale broiler prices climbed to roughly 57 cents per pound in 1988, but it expects them to drop to 55 cents per pound in 1989.

Retail poultry prices also enjoy a considerable price advantage over pork and beef. In 1987, retail-broiler prices were 78.5 cents per pound, while retail-beef prices were three times higher at $2.43 per pound. pork prices more than two times higher at $1.88 per pound.

—Nancy Michalski

U.S. meat consumption*

Chicken consumption has overtaken that of beef and pork



*in pounds per capita
**Estimated by USDA ***Projected by the National Broiler Council

Source: National Broiler Council, USDA

All parts not created equal

One restaurant promotion spoofed that "parts is parts" as far as chicken is concerned. But prices tell a different story. USDA statistics show that in September 1988 skinless, boneless chicken breast was the most expensive cut of poultry; wholesale prices were roughly twice as expensive as breast meat with the ribs. Furthermore, in September 1988 boneless breast of chicken was more than four times as costly as both wings and whole broilers, and more than five times higher than whole legs.

Although dark meat prices may be supported in part by exports to Far Eastern countries where it is preferred over white meat, more development of dark meat products and increased marketing efforts will be necessary to make dark meat more popular with U.S. consumers.

Recent upsurge in dessert orders

There has been a resurgence in the popularity of desserts in the nation's restaurants. Dessert orders climbed steadily in 1987 and continued to pick up momentum through the first three quarters of 1988. This trend represents a reversal from the early and mid-1980s when consumer interest in dessert had slackened.

Favorite desserts, 1987

Ice cream dishes top the list of favorite restaurant desserts

Type of dessert	Percent of total dessert orders
Soft-serve ice cream	20%
Sundaes	16
Hard-serve ice cream	15
Pies	11
Cakes	9
Cookies	8
Frozen non-ice cream	5
Gelatin/pudding	4
Cheesecake	2
Other desserts	10

Source: NPD/CREST, *Annual Household Report*, 1987

Dessert's share of total occasions

In 1987, desserts had the strongest showing at midscale restaurants

	Percent of occasions	
	1982	1987
All restaurants	**15.3%**	**13.1%**
Quickservice restaurants	14.2	11.8
Midscale restaurants	17.0	16.6
Upscale restaurants	16.2	14.2

Source: NPD/CREST, *Annual Household Report*, 1982 and 1987

Dessert orders languished for much of the 1980s as consumers looked for ways to moderate their diets. The result was a 1.3 percent decline in the number of restaurant dessert orders between 1982 and 1987. However, this downward trend has reversed, and consumers seem to be succumbing to their sweet tooths. Dessert orders climbed 3.2 percent in 1987 and gained a strong 6.2 percent during the first three quarters of 1988.

Quickservice leads dessert-order growth

Among all industry segments, quickservice restaurants have seen the most rapid growth in dessert orders. Between 1982 and 1987, dessert orders rose 5.4 percent at quickservice operations.

This growth has been particularly strong in recent months, with orders rising 5.1 percent in 1987 and 11 percent for the first three quarters of 1988.

There was some erosion in dessert's share of total quickservice occasions from 14 percent in 1982 to 12 percent in 1987. However, dessert's share of occasions rebounded slightly in 1988.

Midscale restaurants have experienced solid growth in dessert orders over the last two years. Dessert orders climbed 3.4 percent in 1987 and 1.3 percent for the first three quarters of 1988, after having fallen sharply the prior four years. This growth has occurred despite the continued decline in total food orders at midscale restaurants.

Dessert orders have suffered at upscale restaurants; they dropped 4.6 percent in 1987 and 10 percent for the first three quarters of 1988. Overall, upscale dessert orders decreased 2.2 percent between 1982 and 1987, and dessert's share of upscale occasions slipped from 16 percent to 14 percent during that time.

Ice cream facts

- According to the International Ice Cream Association, U.S. consumers purchased 931.4 million gallons of ice cream in 1987, up from 894.5 million gallons in 1984.
- The average consumer ate 15.3 quarts of ice cream in 1987.
- Thirty-one percent of all ice cream produced in the United States is vanilla; 9 percent is chocolate.
- America's favorite ice cream flavors, in order, are vanilla, chocolate, Neapolitan, vanilla fudge and cookies & cream.

Dessert dishes

Ice cream heads the list of restaurant patrons' favorite desserts. Total ice cream orders gained 12 percent since 1982, representing 51 percent of all dessert orders in 1987. Popular ice cream dishes included soft-serve ice cream (20 percent of total 1987 dessert orders), sundaes (16 percent) and hard-serve ice cream (15 percent).

Other frequently ordered desserts at restaurants included pies (11 percent), cakes (9 percent) and cookies (8 percent).

There has been a substantial decline in the popularity of cakes and pies at restaurants over the last five years. Orders for cakes and pies dropped 34 percent and 25 percent, respectively, between 1982 and 1987. As a result, the share of dessert orders held by both cakes and pies slipped from 29 percent to 20 percent in the five-year span.

Ice cream big at quickservice

Ice cream was most popular at quickservice restaurants, where it accounted for nearly two-thirds of dessert orders in 1987. The ice cream dish of choice for many was soft-serve ice cream (27 percent of 1987 quickservice dessert orders), followed by hard-serve ice cream (19 percent) and sundaes (18 percent). Cookies (8 percent) were the favorite non-ice cream dessert.

Ice cream was less popular at midscale restaurants than at quickservice operations, but still was the number-one dessert, accounting for 36 percent of midscale dessert orders. Sundaes headed the ice cream lineup for midscale diners in 1987 and were responsible for 15 percent of total

Growth in dessert orders

Dessert orders have risen in recent years

	Percent change		
	1982-1987	1986-1987	1987-1988*
All restaurants	**−1.3%**	**3.2%**	**6.2%**
Quickservice restaurants	5.4	5.1	11.0
Midscale restaurants	−9.8	3.4	1.3
Upscale restaurants	−2.2	−4.6	−10.1

**First three quarters of 1988 compared with first three quarters of 1987*

Source: NPD/CREST, *Household Annual and Quarterly Reports*

Dessert selection on menus

Frozen desserts have experienced the greatest growth

	1982	1986
Total number	249	265
Percent total		
Frozen desserts	27%	38%
Pie	18	20
Cake	26	16
Pastry	5	9
Pudding, custard, mousse	8	7
Fruit-based desserts	7	4
Miscellaneous	7	4
Brownies/cookies	2	2

*One hundred menus (lunch and dinner) were randomly selected from those submitted to the National Restaurant Association's Great Menu Contest for analysis. Fifty were chosen from the 1982 entrants and 50 from 1988.

Source: National Restaurant Association 1988 Menu Analysis*

dessert orders at these establishments. Soft-serve ice cream made up only 11 percent of midscale dessert orders, and hard-serve ice cream was responsible for 9 percent. Pies and cakes were popular in the midscale dessert market, accounting for 21 percent and 13 percent, respectively, of dessert orders in 1987. There was also some consumer interest in gelatin/pudding offerings at midscale restaurants, which represented 8 percent of dessert orders.

Upscale restaurant patrons also find ice cream to be the most appealing dessert item, and it accounted for about one in four upscale dessert orders in 1987. Hard-serve ice cream, with 14 percent of dessert orders, was the favorite ice cream dish, followed by sundaes at 8 percent. Cakes and pies were also quite popular at upscale restaurants, representing 20 percent and 14 percent of dessert orders, respectively. Upscale restaurants also attracted cheesecake lovers; this dessert accounted for 8 percent of dessert orders.

Who eats dessert?

According to a special association CREST study, dessert has found greater appeal among females than males. Women accounted for 54 percent of dessert occasions in 1986, compared with 46 percent for males. By age group, dessert has the greatest following among 25 to 34-year-olds and 35 to 54-year-olds, who together represent 35 percent of dessert occasions.

Dessert is also popular among middle-aged and older adults. In 1986, individuals over the age of 45 were responsible for more than one in three dessert occasions. In fact, when dessert orders are compared with other food items by age group, 65 to 74-year-olds showed the greatest propensity to order dessert, followed by 25 to 34-year-olds. Thirty-five to 44-year-olds and 55 to 64-year-olds were also above-average eaters of dessert. On the other hand, children and teenagers recorded below-average dessert orders—except for ice cream. Those under the age of 18 years showed a higher-than-average propensity to order ice cream in 1986 and accounted for 29 percent of ice cream occasions, compared with 18 percent of occasions for other desserts.

In fact, customers who are likely to order ice cream for dessert at a restaurant differ slightly in profile from those who frequently order other desserts. In addition to being popular with youngsters, and 25 to 44-year-olds, it is favored by women. In 1986 women accounted for 55 percent of ice cream occasions and 25 to 44-year-olds represented 35 percent. The elderly (those over 75 years of age) and 18 to 24-year-olds reported below average ice cream orders in 1986. Eighteen to 24-year-olds were below-average users of other dessert items as well.

—Sebastian O'Kelly

More diversity in desserts

According to a 1988 National Restaurant Association study of menus, the number of desserts appearing on restaurant menus increased slightly between 1982 and 1988.* Two hundred sixty-five dessert items appeared on the 1988 menus, 16 more than in 1982, representing a growth of 6 percent. Frozen desserts experienced the greatest growth—from 27 percent of all desserts on the 1982 menus to 38 percent in 1988—and showed more variety as well. Fewer sherbet dishes were featured in 1988.

Pastries and pies gained popularity on the 1988 menus. Pastries grew from 5 percent of 1982 dessert options to 9 percent in 1988. More pies were available in 1988, but even more important was an increase in variety. Apple pie appeared on 10 menus in 1982 but on only three of the 1988 menus. Mom's old favorite was crowded out by ice cream mud pies as well as sour-cream raisin, peanut-butter and sweet-potato pecan pies.

Patrons' fascination with cakes, however, seems to be waning. Cakes accounted for 26 percent of desserts in 1982 and only 16 percent in 1988. Cheesecakes fell in number from 31 to 20 in 1988, although there was a greater variety in 1988.

Pudding, custards and mousses maintained their small but consistent presence on menus, accounting for 8 percent of desserts in 1982 and 7 percent in 1988. The number of fruit-based desserts declined from 7 to 4 percent, but the availability of fresh fruit remained constant.

It is worth noting that the number of gelatin desserts declined by two-thirds—from 6 to 2 percent.

**One hundred menus (lunch and dinner) were randomly selected from those submitted to the National Restaurant Association's Great Menu Contest for analysis. Fifty were chosen from the 1982 entrants and 50 from 1988.*

Foodservice Market Measure, Nov. 1988

On a typical day in November 1988, 28 percent of adults ate on the premises of a restaurant, and 18 percent purchased food to go or for delivery. Over the six-month period the Market Measure has tracked behavior, the likelihood of purchasing takeout or delivery has remained virtually unchanged—ranging from 16 to 18 percent. In contrast, on-premises patronage appears to be down slightly. The proportion of adults who were on-premises patrons dropped from 32 percent in June to 28 percent in November.

Although the overall proportion of adults who were foodservice patrons changed little in the June-November period, dinner patronage in November was lower than it had been during the summer months. In particular, the proportion of adults who ate dinner on premises declined to 10.7 percent in November 1988, the lowest point in the six-month period. Also, both lunch and dinner patronage were down from October to November, in contrast to earlier monthly changes.

Fall 1988 demographics

On a typical day in fall 1988, 44 percent of adults patronized foodservice outlets—similar to the 45 percent of aduits who did so in the summer months. Nevertheless there was a significant decline in the proportion of adults purchasing more than one meal at a foodservice outlet on a typical day. Traffic from this important group declined from 13.4 percent of adults in the summer months to 10.3 percent in the fall.

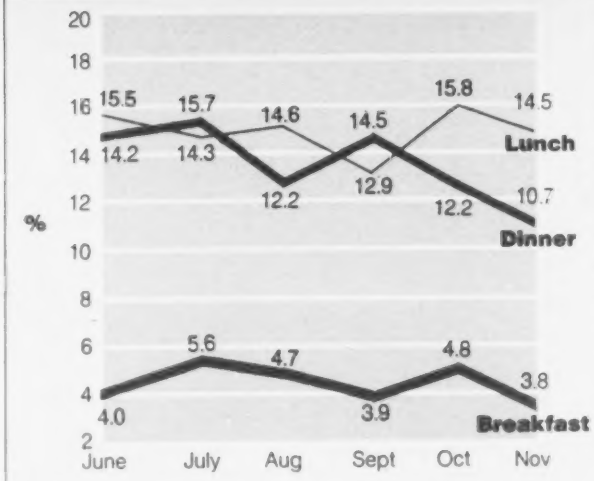
□ **Sex and region:** There was little or no difference in patronage by sex of consumer or by the consumer's region of residence during the September-November period, when compared to summer 1988.

□ **Income:** The industry's best customers—those whose annual household incomes exceed $30,000—cut back in fall 1988; fewer of them went to foodservice outlets. Fifty percent of these consumers patronized a foodservice outlet on a typical fall day, a significant decline from the 55 percent who did so during the summer. Fewer also frequented restaurants more than once in a typical day—11 percent in the fall, down from 16 percent during the summer.

□ **Age:** Two contrasting changes in behavior are correlated to the consumer's age. Although consumers who are between the ages of 18 and 24 were more likely to patronize foodservice outlets in the fall than they were in the summer, consumers 25 to 34 years old were less likely to do so. This change is particularly relevant to restaurateurs providing off-premises meals and snacks, because young consumers—18 to 24 years old—are more likely to be customers for takeout and delivery. In fall 1988, 30 percent of those consumers purchased food for takeout or delivery, compared to 22 percent of those in the 25 to 34-year-old group—the next most likely group to purchase items for off-premises consumption.

—Susan Mills

Percent of adults who were on-premises patrons on a typical day by meal period, June–November 1988



Source: National Restaurant Association Gallup Survey

Demographics of eating-in behavior, fall versus summer 1988

	Percent of adults who were foodservice patrons	
	Summer 1988	Fall 1988
Sex		
Male	50%	50%
Female	41	39
Annual income		
Less than $15,000	34	39
$15,000 to $19,999	43	38
$20,000 to $29,999	46	45
$30,000+	55	50
Age		
18 to 24 years old	51	61
25 to 34 years old	53	46
35 to 49 years old	50	49
50 to 64 years old	38	40
65 years old or older	28	26
Region		
East	46	42
Midwest	48	46
South	43	45
West	42	44

Note: *Data refer to patrons on a typical day*
Source: National Restaurant Association Gallup Survey

Foodservice Market Measure

The Foodservice Market Measure is based on 1,000 telephone interviews, conducted by the Gallup Organization each month, with a nationally representative sample of adults age 18 and older. Each person is asked the same questions:

1. Which of the following did you do yesterday?

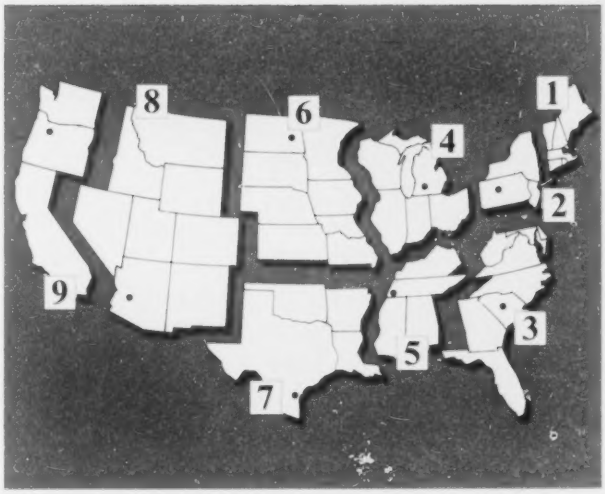
□ Ate on the premises of a restaurant, fast food place, cafeteria or any other place where you purchased a meal or snack, or

□ Purchased takeout food "to go" or had it delivered.

2. Was the food you ate on premises yesterday for breakfast, lunch, dinner or a snack?

3. Was the takeout food you purchased or had delivered for breakfast, lunch, dinner or a snack?

The monthly tracking of purchases is supplemented by quarterly inquiries on topics of industry interest, such as smoking versus no-smoking sections, tipping versus service charges, and nutritional concerns.



1 NEW ENGLAND

Location: Boston, MA
Association members: Mary, Mary Ann and Joseph Milano
Operation: Union Oyster House
Profile: Historic seafood restaurant
In business: 162 years
Seats: 650
Meals served: Lunch, dinner

Visitors to the Union Oyster House, Boston's oldest restaurant, can seat themselves at the very same semicircular mahogany bar where Daniel Webster used to drink tumblers of water and brandy and eat as many as three dozen oysters at a time. In more modern times, Jack Kennedy used to dine upstairs.

The building, more than 275 years old, was a Boston landmark even before it became a restaurant. Originally it was near the waterfront, but landfills have altered the shoreline; today the restaurant is blocks away from the water, on the edge of the downtown market district.

The oysters Webster loved so much are still a specialty, along with clams and shrimp. Lobster, boiled or broiled, is the favorite dinner selection, especially among the many visitors from Japan. Bostonians and American tourists patronize the Union Oyster House, too, especially conventioneers from a nearby auditorium and expo-center. According to **Mary Ann Milano,** a member of the family that owns the Oyster House, business has been consistently good over the past 20 years.

2 MID-ATLANTIC

Location: Williamsport, PA
Association members: Marcia and Gloria Miele, Holly Woodhead
Operation: Court & Willow Cafe
Profile: Casual fullservice restaurant
In business: 12 years
Seats: 50
Meals served: Breakfast, lunch, dinner

"Our business is good," says **Holly Woodhead,** Court & Willow Cafe manager. "Downtown's economy is up, and a just-completed office building has added to our business." Williamsport's attractions include the Little League museum, the Little League World Series in August and an annual boom festival with parades and a carnival.

The cafe changed from a cafeteria to a fullservice restaurant two years ago because the long lines were a deterrent to business. A popular feature is the friendship area, a booth in the center of the restaurant seating six, where single people can sit together. Woodhead says it is most popular at lunch.

Fresh pasta is the house specialty, and the cafe is known for its desserts. Specials may include peach custard pie, a chocolate almond torte, a raspberry cream cake or an apple dumpling—all made by the owners' mother.

3 SOUTH ATLANTIC

Location: Columbia, SC
Association members: Sally Lyles, Meredith Grier
Operation: Bones
Profile: Upscale, fine dining
In business: 5 years
Seats: 70
Meal served: Dinner

Located in Five Points, four miles from Columbia's downtown area, Bones is benefiting from the city's cultural renaissance, which has attracted two dance companies, a philharmonic orchestra and a soon-to-be-completed arts center. Columbia, the capital of South Carolina, is also home to the University of South Carolina and the South Carolina School of Medicine.

According to manager **Meredith Grier,** customers come to Bones because of the romantic decor—silver vases and candles on the tables, low lights and a pianist—as well as the menu. Filet mignon, Chateaubriand, and a rack of lamb for one are specialties, with seafood selections including the famous Carolina she-crab soup or soft-shell crab in season. With the seacoast only two hours away, the restaurant orders its seafood daily.

4 EAST NORTH CENTRAL

Location: Kalamazoo, MI
Association members: Scott Keiser, Robert Scott, Paul Simon
Operation: Chicken Port Incorporated
Profile: Restaurant and takeout
In business: 5½ years
Seats: 60
Meals served: Lunch, dinner

Owner **Scott Keiser** describes Chicken Port, located in a suburb of Kalamazoo, as a step up from fast food, with customers ordering at a counter and then having the food brought to their tables. However, takeout is the biggest share of the business.

Keiser sees even better times ahead because two large residential/business complexes are being built near his restaurant.

The specialty of Chicken Port, of course, is chicken—available in strips, filets or pieces. A new item, barbecued chicken, will be added in the spring. Non-chicken lovers can have seafood or barbecued ribs.

A salad bar not only offers fixings for salads but also serves as a resting place for the restaurant's prime conversation piece—a model of a tugboat built out of junk metal parts.

5 EAST SOUTH CENTRAL

Location: Moscow, TN
Association members: Reynould, Juanita and Robin Lewis
Operation: Lewis' Restaurant Incorporated

Profile: Casual barbecue restaurant
In business: 50 years
Seats: 100
Meals served: Breakfast, lunch, dinner

Last year the Lewis family celebrated the 50th anniversary of their restaurant, the 50th wedding anniversary of owners Juanita and Robin and "our best year ever," says son and co-owner **Reynould Lewis.** He credits a newly opened factory for bringing in a larger number of customers.

Lewis figures that over the years the restaurant has barbecued more than 4 million pounds of pork shoulder, the restaurant's specialty. Forty-five shoulders are cooked at a time over a hickory fire for 16 to 18 hours in an outside pit.

The restaurant is located in Moscow, a small town 25 miles east of Memphis and close enough to the Tennessee River so that boaters and fishermen stop by during the summer. Fall brings in hunters; but after the first of the year, business falls off, except for the weeks in February when the town hosts the search for the world-champion pointer dog.

6 WEST NORTH CENTRAL

Location: Grand Forks, ND
Association members: Ken Towers, Brad Towers, Mark Moon
Operation: Italian Moon
Profile: Family restaurant
In business: 22 years
Seats: 200
Meals served: Lunch, dinner

In the rural town of Grand Forks in northeastern North Dakota, patrons can choose from more than 450 items on the menu of the Italian Moon Restaurant. Pizza (26 kinds) and chile con queso dip are the most popular items, but customers like the soups, too. The pizza can be ordered for delivery, a service begun about five years ago in order to compete with home-delivery pizza restaurants moving into town. Deliveries now account for 35 percent of sales.

Although the farmers of the area were somewhat hurt by the drought, says manager **Brad Towers,** the Italian Moon could depend on its customers from the town's university and nearby airbase to keep sales from declining.

7 WEST SOUTH CENTRAL

Location: Corpus Christi, TX
Association members: Mike Herman, Lew Miller, Chuck Kovar, Charlie Vasek
Operation: Baja Coast
Profile: Upscale seafood restaurant
In business: 5 years
Seats: 375
Meals served: Lunch, dinner

"We've done real well," says owner **Mike Herman,** "in spite of the threat of Hurricane Gilbert in September that shut down the town for two or three days." He says the oil slump has bottomed out, and a new aquarium being built in the city will bring in more tourists and make business even better next year.

Baja Coast has a high-tech, seafood-market look. This is fitting for a restaurant specializing in seafood "done every way you can think of," although grilling the fish on mesquite is the restaurant specialty. The fish comes from the Bay of Corpus Christi, just a few miles away, as well as from Seattle, Florida and Boston. Gulf-Coast red snapper is the biggest seller. "We can never get enough," Herman says.

8 MOUNTAIN

Location: Sun City, AZ
Association members: Al and Martha Beachy
Operation: Country Cupboard Restaurant
Profile: Moderately priced family restaurant
In business: 7 years
Seats: 300
Meals served: Breakfast, lunch, dinner

Located in the retirement community of Sun City, where at least one spouse has to be over 59 years old, the Country Cupboard tries to create a homey atmosphere for its customers. Plaques, old wooden tools and Amish, Mennonite and locally made quilts adorn the walls. Homemade items from all over the world are for sale in the gift shop.

Owners **Al and Martha Beachy** try to bring a touch of home to their cooking, too, by serving the Pennsylvania Dutch dishes they were brought up on in Ohio. The breads, available for takeout from the adjoining bakery, are based on recipes from a Mennonite cookbook. Their peanut-butter fudge pie—layers of chocolate fudge, peanut butter, vanilla pudding and whipped topping—has been voted best in the Phoenix Valley for the past six years. Roasted chicken and fish, fried or baked, are the most popular entrees.

"Business is down 5 percent from last year," reports Al Beachy. He attributes the decline to the fact that fewer people are moving into the community than in the past because the corporation that built the development no longer advertises nationally.

9 PACIFIC

Location: Beaverton, OR
Association members: Maxine Borcherding, Susan Endecott, Sam Curci
Operation: The Best of Everything
Profile: Cafe and catering business
In business: 6 years
Seats: 25
Meals served: Breakfast, lunch

A move prompted **Maxine Borcherding,** co-owner of The Best of Everything, to combine her off-premises catering business with a cafe serving light breakfasts, lunch and afternoon desserts. Homemade soups, quiches, special sandwiches and daily hot entree specials draw customers from the adjacent business park, the surrounding residential areas and a nearby golf club. Half of the customers of the suburban Portland restaurant eat on premises; half choose carryout.

Catering is still the main business though, and word-of-mouth advertising has brought clients from Portland's corporations and political, charitable and educational foundations. Borcherding makes sure there are always one or two of her employees at each party to answer the questions of prospective clients.

Borcherding makes use of Oregon's bountiful food products—salmon, trout, Dungeness crab, apples, pears, hazelnuts and wild mushrooms. She likes pairing the foods with local wines at wine tastings.

—Julie Fintel

Diners within a diner

Something's cooking at Uncle Bob's Diner, but unless you're hungry for art, don't expect to get your appetite satisfied at the Rockford, Michigan, landmark. Jerry Berta, a 37-year-old sculptor who specializes in ceramic pieces shaped like diners, recently turned a historic diner into his studio and gallery.

The diner-within-a-diner concept, which has fascinated Berta for years, became a reality when he purchased a 41-year-old diner in 1986 in Flint, Michigan. The artist then moved it 125 miles to Rockford.

He spent the past year restoring the original pink

Formica ceilings, porcelain-enamel exterior and stainless-steel sunburst patterns. The project has cost him about $50,000. The kitchen now serves as his studio, and the counters and shelves, where miniature boxes of cereal might have sat years ago, are the showplaces for his art, priced from $60 to $1,000.

Berta's diner-shaped ceramic pieces range from Art Deco salt and pepper shakers to diner replicas 8 inches high and 15 inches long with working neon signs. Inside some of the more detailed pieces are tiny Coca-Cola signs, ceramic utensils and food on countertops.

Berta believes the diner's intrinsic "homeyness" will put customers at ease.

—The New York Times

Super bowl of chili

When the Cincinnati Bengals and their fans headed for Miami for Super Bowl XXIII, they got a little taste of home—the original Skyline Chili. Skyline Chili has been serving up its special chili to Cincinnati folks since 1949. There are 50 Skyline Chili units in Cincinnati, but the company also has two units in Florida—both of them 10 minutes from the stadium in Miami where the Super Bowl was played. It was too good an opportunity to pass up.

Skyline's game plan included decorating both restaurants to look like jungles—the affectionate nickname for Cincinnati's Riverfront Stadium. Bengals players and coaches were served Skyline Chili during a live radio talk show in Miami, and fans were invited to make the restaurants their Super Bowl headquarters during their stay.

—Skyline Chili, Inc.

Higher ceiling on small-business loans

Good news for small businesses that are unable to obtain credit on reasonable terms: The Small Business Administration (SBA) has raised its ceiling on guaranteed loans from $500,000 to $750,000, which increases the availability of capital to small businesses—including many restaurants—across the country.

SBA will guarantee a maximum of 90 percent on loans up to $155,000 and 85 percent on loans over that amount. SBA loans typically have a variable interest rate that is two percentage points above the New York prime rate and have a maturity of about nine years.

—Entrepreneur

Good for you—and better tasting, too

Food manufacturers are making it easier to cater to your nutrition-conscious customers. Tofu, famous for its superior nutritional qualities as well as its bland taste and rubbery texture, is now available in seasoned varieties. French country tofu, with flecks of chopped green herbs, not only tastes better than plain tofu, it looks more appetizing, too. Its subtle flavor can complement salads, salad dressings, dips and even lasagna.

Chinese five-spice tofu delivers a zing uncharacteristic of tofu, which makes it a natural addition to stir-fried vegetable dishes or hot and sour soup. These seasoned tofus are produced by Nagoya Foods, Inc., of Leominster, Massachusetts.

Also new on the health horizon is the use of canola oil in food preparation. Frozen-potato manufacturers are beginning to par-fry some products in canola oil, which is similar to olive oil in that it is low in saturated fat and high in monounsaturated fat, making it appropriate for heart-healthy diets. Provided they are finished off in canola oil, these fried potato products have about half the saturated fat of potatoes fried in animal-vegetable shortening or standard vegetable shortening.

—Restaurants USA

Ah...so healthy

Food delivery by Chinese restaurants in New York City isn't what it used to be. It's more. Many menus now include "diet" and "health" sections whose dishes are "cooked without salt, sugar, cornstarch or MSG"—or steamed—"prepared only with scallion, garlic, ginger and wine." Some restaurants even offer brown rice instead of the traditional white variety.

—Restaurants USA

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"Service: Your Survival Kit for the '90's" is the theme of this year's conference. Key industy speakers will examine various aspects of service. Don't miss this chance to discuss one of the industry's top concerns.

SPEAKERS & TOPICS INCLUDE:
"Round 'N Round": Michael Hurst, 15th Street Fisheries, and Donald Smith, distinguished Westin professor, Washington State University, will engage in a dynamic exchange on issues selected by attendees prior to the meeting.

Job Analysis Research: Research conducted exclusively for the Educational Foundation analyzes various foodservice jobs and the qualities needed to be a good manager.

California Idea Exchange: Successful California restaurateurs will share their experiences as independents.

Break-out Study Groups:
Attendees will work together to find possible solutions to some of the issues that will face operators in the 90's.

Washington Update: A look at the new administration and its impact on the industry.

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March 12-14, 1989
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WHO SHOULD ATTEND:
The Monterey Wine Festival is designed for restaurateurs, hoteliers, club managers and sommeliers. This conference also targets the needs and interests of wine distrbutors and retailers, wine educators and winemakers, and wine buffs.

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SPEAKERS & TOPICS INCLUDE:
Maximizing Restaurant Profits: Restaurant wine consultant Steve Fox will demonstrate how to improve sales and customer relations through staff training.

Merchandising Wine and Food in Restaurants: Michael Hurst, 15th Street Fisheries, will head a panel of successful restaurateurs and club managers who will discuss the ins and outs of merchandising wine and food.

How to Taste Wine like the Pros: Enjoy a valuable educational session on the basics of wine tasting.

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THE MONTEREY WINE FESTIVAL

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